

West Devon Overview and Scrutiny (Internal) Committee



West Devon
Borough
Council

Title:	Agenda										
Date:	Tuesday, 8th November, 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	
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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, 3 November 2016** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Economy Working Group Recommendations** **13 - 42**
- 8. Transitional Resources Monitoring Report** **43 - 50**
- 9. Progress Report for Contact Centre** **51 - 62**
- 10. Overview of the Website Development**

Verbal Report of the Group Manager – Support Services
- 11. Ombudsman Annual Review Letter 2016** **63 - 74**
- 12. Q2 Performance Measures** **75 - 88**

13. Task and Finish Group Updates

(a) T18 Programme – Interim Review

14. Committee Decisions Log

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15. Draft Annual Work Programme 2016/17

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An opportunity for Members to suggest potential agenda items for consideration during this Municipal Year

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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 **6th** day of **SEPTEMBER 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 Director – Service Delivery and
Commercial Development
Locality Manager
Specialists Manager
COP Lead Development Management
Specialist – Performance and Intelligence
Senior Specialist – Democratic Services
Senior Case Manager – Democratic Services

Also in Attendance:

Cllrs M J R Benson, D W Cloke, C Edmonds, A
F Leech, J B Moody, G Parker and D K A Sellis

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

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

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

The minutes of the Meeting held on 19 July 2016 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, but there was none made.

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

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

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

The most recent (published September 2016) Hub Committee Forward Plan was presented for consideration.

In the ensuing discussion, reference was made to:-

- (a) the Devolution agenda. It was currently anticipated that an agenda item relating to the Devolution bid would be added to the Hub Committee Forward Plan for a meeting during the late Autumn;
- (b) the draft policy on Flying Drones from Public Open Space. In addition to ensuring compliance with national legislation, it was noted that the draft policy would give consideration to preventing people from being put at unnecessary risk.

***O&S(I) 26 LOCALITY MODEL REVIEW**

A report was presented that detailed how the locality service was currently operating and included related performance information. Furthermore, the report also detailed future plans to develop the locality service to continue to meet Council needs.

In discussion, the following points were raised:-

- (a) For clarity, whilst it was confirmed that the task of testing private water supplies used to be a function of Environmental Health Officers, this had now been transferred to the responsibility of Mobile Locality Officers;
- (b) A number of Members wished to pay tribute to the value and effectiveness of the service that was being provided by the locality Team;
- (c) A Member questioned whether there was potential income streams that could be generated through the locality service. In response, the Head of Paid Service advised that this potential would continue to be explored as part of the Council's growth agenda;
- (d) With regard to the team workload, the Locality Manager confirmed that, whilst there were a number of conflicting priorities, there was sufficient current capacity within the service. However, this matter was closely monitored on an ongoing basis;
- (e) It was noted that 560 dog patrols had been undertaken by the service, with the subsequent intelligence and feedback gleaned then being given to Environmental Protection colleagues. As a general point, a debate took place on the current disparity in respect of some town and parish councils paying into the Dog Warden Scheme whilst others did not. In light of the perception being that contributing town and parish councils were subsidising the remaining authorities, the Head of Paid Service gave a commitment that he would look into this matter outside of the meeting;

- (f) In terms of measuring customer feedback, Members were invited to give consideration to the most appropriate means of gauging feedback on the service.

It was then **RESOLVED** that the locality model continue to operate pending ongoing monitoring and a further report in twelve months' time.

***O&S(I) 27 PLANNING PEER CHALLENGE REVIEW 2016/17**

Consideration was given to report that presented the Peer Challenge report and Action Plan that had been developed to implement the recommendations contained within the Report, arising from the Planning Improvement Peer Challenge visit conducted between 18 and 20 April 2016.

In discussion, the following points were raised:-

- (i) The recent upward trend in service improvements were acknowledged by the meeting and were also reflective of the recent meeting of Agents and Developers. In particular, officers advised that the designated contact number that had been established for Agents and Developers had been particularly well received;
- (ii) It was anticipated that the performance information would begin to be presented with effect from the next scheduled Planning and Licensing Committee meeting;
- (iii) A Member did reiterate his previously raised concerns that there were still examples of officers who were not replying to calls or emails received from town and parish councils and members of the public. In reply, the Head of Paid Service gave a strong assurance that this issue was being addressed;
- (iv) It was noted that some town and parish council clerk sessions had been arranged to take place in the next month and a planning service update would be included on the agenda for discussion at these events;
- (v) With regard to planning enforcement, Members were informed that Mobile Locality Officers were being utilised to issue notices and take photographs. In terms of the process followed for enforcement cases, the Committee was assured that, once a matter was closed, a letter was sent to the local town and parish council and Ward Member(s) that explained the reason for the closure. Moreover, whilst there was not direct dialogue on every enforcement case, the Committee was assured that none were closed without a site visit first taking place.

It was then **RESOLVED** that:

1. it be noted that the Planning and Licensing Committee has accepted the Planning Peer Challenge report (as outlined in Appendix 2 of the presented agenda report);
2. it be noted that the content of the revised Action Plan 2016/17 (as outlined in Appendix 3 of the presented agenda report) be noted; and
3. the Committee receive, on a quarterly basis, key performance data as part of the Performance Indicator report.

***O&S(I) 28 PERFORMANCE MEASURES**

The Committee considered a report that presented the performance measures for Quarter 1. In summary, the report noted that performance had stayed relatively consistent with the previous quarter.

In discussion, reference was made to:-

- (a) the average end to end time for Benefits New Claims. When questioned, officers advised that the downward trend for this quarter was attributed to a number of staff departures as part of the T18 recruitment process that had been undertaken during this period;
- (b) how channel shift was resulting in savings by releasing resources. For example, it was noted that 50% of Housing Benefit claims were now made online which saved officer time in processing;
- (c) issues arising. In the future, it was requested that any issues that arose should be brought to the Committee in a more timely manner.

It was then **RESOLVED** that the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report be noted.

***O&S(I) 29 TASK AND FINISH GROUP UPDATES**

(a) T18 Programme – Interim Review

The Committee was advised that the first meeting of the Task and Finish Group had taken place earlier that day. The Group was working to a specific Terms of Reference and would be compiling a list of questions and looking to identify what had worked well and areas that could be improved.

***O&S(I) 30 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) 31 EXCLUSION OF PRESS AND PUBLIC**

It was then:

RESOLVED

That, in accordance with Section 100(A(4) of the Local Government Act 1972, the public be excluded from the meeting on the grounds that exempt information is likely to be disclosed as defined in Paragraph 3 of Schedule 12(A) to the Act.

***O&S(I) 32 FIVE YEAR LAND SUPPLY – VERBAL REPORT**

The Lead Hub Committee Member for the Local Plan and Strategic Housing presented a verbal update to Members on the position of the authority in relation to having a five year land supply. The Lead Member and COP Lead Development Management responded to a number of specific questions and concerns from Members of the Committee as well as the wider membership.

***O&S(I) 33 RE-ADMITTANCE OF PRESS AND PUBLIC**

It was then:

RESOLVED

That the press and public be re-admitted to the meeting.

***O&S(I) 34 DRAFT WORK PROGRAMME 2016/17**

The Committee took the opportunity to express its views in relation to its 2016/17 Work Programme.

(The meeting terminated at 4.30 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 29 November 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
Strategy and Commissioning/Customer First	Draft Policy on Flying Drones from Public Open Space	LC&CB/Cllr Benson	Internal	Council	29 November 2016
Strategy and Commissioning	(refer from O&S) Formation of an Economy Working Group	DA/Cllr Baldwin	Internal	Council	29 November 2016
Customer First	Council Tax Reduction Scheme	IB/Cllr Samuel	Internal	Council	29 November 2016
Customer First	Homelessness Strategy	IB/Cllr Samuel	Internal	Council	29 November 2016
Commercial Services	Update on Waste	JS&CA/Cllr Sampson	External	Council	29 November 2016
Strategy and Commissioning	Income Options From Housing	DA/Cllr Baldwin	Internal	Council	24 January 2017
Support Services	ICT Strategy	MW/Cllr Edmonds	Internal	Council	24 January 2017
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

Strategy and Commissioning	Devolution	SJ/Cllr Sanders	External	Council	Date TBC

*** 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

IL – Ian Luscombe – COP Lead Environmental Health



Report to:	Overview & Scrutiny (Internal) Committee
Date:	8 November 2016
Title:	ECONOMY WORKING GROUP RECOMMENDATIONS
Portfolio Area:	Cllr Robert Oxborough, Economy
Wards Affected:	All
Relevant Scrutiny Committee:	Internal
Approval and clearance obtained:	Yes
Urgent Decision:	N/A
Date next steps can be taken:	Any Recommendations to be presented to the Hub Committee meeting on 24 November 2016
Authors:	West Devon Economy Working Group Cllrs Cheadle, Kimber and Oxborough
Supported by:	Darren Arulvasagam, Group Manager, Business Development Darren.Arulvasagam@swdevon.gov.uk

RECOMMENDATIONS

That the Overview & Scrutiny (Internal) Committee RECOMMEND that the Hub Committee consider this report and approve its recommendations, which are to:

- 1. Adopt the proposed WDBC Our Plan Annual Delivery Plan, as shown in Appendix 1, for the period to March 2018**
- 2. Increase funding to Business Information Point for business support services from £8,340 in 2015/16 to £15,100 in 2016/17 (pro-rata)**
- 3. Reduce funding to Villages in Action from £8,000 in 2016/17 to £4,000 in 2017/18**
- 4. Reduce funding to South West Museum Development (SWMD) from £2,000 in 2015/16 to £1,000 in 2016/17**
- 5. Cease offering economy grants in WDBC with immediate effect**
- 6. Support the Youth Markets initiative from 2016/17 with funding of £1,000**
- 7. Recruit a part time level 4 economy specialist to focus on the Council's economy work. Funding for this post in 2016/17 to be drawn from the Innovation Fund (Invest to Earn) Earmarked Reserve. Ongoing funding for this role will be via**

the staffing establishment, which is to be increased for 2017/18 onwards

8. To establish a West Devon Economy Working Group (WDEWG) consisting of 4 members

9. That the WDEWG submit periodic reports to Hub Committee

1.0 Executive Summary

1.1 Members identified economy as one of the two highest priorities of the respective Councils. A politically balanced, joint working group to review economic delivery within South Hams and West Devon was introduced in March 2016.

1.2 This group met jointly on several occasions to create and agree an economic development programme for the Our Plan annual delivery plan (see Appendix 1).

1.3 The group then split into representatives from each Council and honed the specific economy related recommendations for each Council (WDBC recommendations are detailed in section 3 of this report).

1.4 If approved, these recommendations will be incorporated into the economic development programme, forming part of the annual delivery plan for "Our Plan" and will remain in force until March 2018.

2. Background

2.1 Members identified economy as one of the two highest priorities of the respective Councils. A report entitled "Our Plan Review" was presented to West Devon Overview & Scrutiny (External) on 15th March 2016, minute reference O&S (E) 32. This report included a recommendation, which was carried, to "Establish a joint member working group to agree scope and details of the Economic Development work" in conjunction with South Hams. A politically balanced, joint working group to review economic delivery within South Hams and West Devon was introduced in March 2016.

2.2 This group met jointly on several occasions to create and agree the constituent parts of an economy annual delivery plan (see Appendix 1) and then individually to hone the specific recommendations for each Council. If approved, the resulting economic development delivery programme will be incorporated into the delivery plan for "Our Plan" and will remain valid until March 2018.

2.3 This economic delivery review is in line with the Council's stated objectives of:

- Being financially self-sufficient;
- Enhancing partnerships;
- Meeting customer needs, and;
- Enabling communities to thrive

- 2.4 The "Our Plan" strapline is: ***Creating places for enterprise to thrive and business to grow.*** By addressing this via the working group, the respective Councils endeavour to:
- Facilitate a supportive economic environment for employment and productivity growth that is sustainable in the long term
 - Develop a deep understanding of local business needs to inform strategic working and maximise funding opportunities
 - Support and promote the role of town centres by encouraging development which ensures they remain attractive and vibrant destinations
- 2.5 The group has also considered and made recommendations on other actions which in their view are required in order to develop a more robust strategic economic delivery programme for both Councils for future years. The recommendations have been made in order to promote member engagement with local businesses, increasing understanding of economic issues and thereby informing Council decision making in response to local economic need.
- Devon County Council have a responsibility to support the Devon economy, but the proposals highlighted in this report and the associated delivery programme focus on local deliverables outside of the County remit.
- 2.6 Lack of comprehensive data set.
- 2.6.1 The Council currently has no comprehensive data set of all businesses operating in West Devon. Available data is fragmented across several data bases, the most significant of which is that used to collect Business Rates. However, this data has limitations:
- a. Not all businesses are operating from rateable premises and so are absent.
 - b. The data includes detail relevant to the collection of Business Rates and little more. There are no email addresses or details of business proprietors.
- 2.2.2 The lack of comprehensive data creates a problem in as much as it is impossible for the council to communicate effectively with the whole business community. It also creates problems in directing business support opportunities proactively.
- 2.2.3 Businesses operating from non-rateable premises can be making a significant contribution to the local economy. It is a mistake to assume that businesses operating "from home" are necessarily small: anecdotal evidence suggests that many are creating significant turnover. Their significance is manifest in the following ways:
- a. Local purchase. Supplies used by 'home' businesses are frequently purchased locally from 'rateable' businesses.

- b. There are examples of such businesses growing out of their home premises and into rateable premises.
 - c. The wealth that they generate is in part likely to be recirculated locally providing a general yet intangible benefit to the local economy.
- 2.2.4 The advantages of possessing a comprehensive business data set are:
- a. Enabling effective, cost effective and timely communication.
 - b. Identifying the business group (i.e. smaller) that might benefit from support to enable growth. This could lead to businesses moving into business rateable premises.

3.0 Outcomes / Outputs

The joint working group have reviewed the economy delivery plan and have recommended that a number of activities are continued, whilst others should be amended to improve the outcomes achieved. The proposed delivery programme is shown in Appendix 1. The key changes are detailed below.

3.1 Increase investment with Business Information Point (BIP)

- 3.1.1 In the review of its Economy Delivery Plan 2012-2014, WDBC identified a need to provide direct support to local residents seeking to start or grow a business. This need was confirmed by the Economy Working Group in its review of the 15/16 delivery plan and is considered to be a vital element in delivering the Council's priority of supporting the local economy.
- 3.1.2 The Council does not employ qualified Business Advisors and officers do not have the necessary capacity, skills or experience to deliver the type of support required. WDBC previously elected to buy in these services from an external agency and after a tender process, BIP was selected and commissioned to provide business support services within the West Devon region.
- 3.1.3 Currently West Devon pay £8,340 per annum in return for an SLA which sees BIP act as the first referral point for any business enquiry, providing independent and professional advice to businesses located in, or seeking to move to, the West Devon area. This advice includes a free initial consultation covering any issue (provided such enquiry falls within BIP's area of competence) and signposting to appropriate funding opportunities. The current SLA allows for support for up to 100 businesses receiving support through 30 minute consultations.
- 3.1.4 Since April 2016, 39 local businesses have received support, with a further 7 businesses attending workshops on funding and access to finance. Of the 39 businesses, 17 were start-ups. Appendix 2 gives further detail on what BIP have delivered for WDBC since April 2016.
- 3.1.5 The working group members noted that there is great demand for increased intervention and BIP could do more to support business births and growth with the aid of increased funding. Having met

with BIP representatives and analysing the outcomes achieved, the member group recommend that annual funding is increased to £15,100 with an increased focus on assisting new businesses and helping new businesses to survive beyond 12 months.

- 3.1.6 BIP would also be tasked with improving the level of MI provided to the Council. Indicatively, the number of businesses supported would increase proportionate with the funding increase, but with an agreed aim that no business would be refused assistance. Performance under the new SLA will be measured and if improved outcomes are clearly evidenced, it is anticipated that the enhanced funding level will continue.

3.2 Decrease funding given to Villages in Action (VIA)

- 3.2.1 WDBC hold a SLA with VIA which sees WDBC investing £8,000 per annum to contribute to the core costs of the VIA, so that it can support and encourage effectiveness, flexibility and co-operation within the cultural and social life of rural populations.
- 3.2.2 The current agreement expires 31st March 2017 and in return for its funding, VIA must ensure there are a minimum of 18 performances per annum in West Devon covering a minimum of 10 venues.
- 3.2.3 Monitoring management information has not been provided to the council, though performances are taking place. Officers have contacted VIA to let them know that performance and funding levels are subject to review.
- 3.2.4 It is recommended that given support for the arts is a discretionary service and the Council is under increasing financial pressures, funding is reduced for 2017/18 to £4,000 per annum.
- 3.2.5 Increased monitoring will be put into place to ensure that the SLA is being met by both parties.

3.3 Decrease funding given to South West Museum Development (SWMD)

- 3.3.1 SWMD supports local museums to meet national standards, deliver quality services, and maximise the funding available from national organisations and Arts Council England, for whom Museum Development is the natural regional and local conduit.
- 3.3.2 WDBC have historically provided £2,000 per annum in funding to Bristol City Council, who are the accountable body for the programme. SWMD currently have funding agreements with 26 Local Authorities across the region.
- 3.3.3 See Appendix 3 for a report from SWMD detailing the support the programme has given to museums in West Devon over the past twelve months.
- 3.3.4 It is recommended that given support for the arts is a discretionary service and the Council is under increasing financial pressures, funding is reduced for 2016/17 to £1,000 per annum.
- 3.3.5 Increased monitoring will be put into place to ensure that the SLA is being met by both parties.

3.4 Cease offering Economy grants in West Devon

- 3.4.1 WDBC currently allocate a budget of £5,571 per annum toward economy development grants. These grants are advertised via the Council website and word of mouth. Applications are determined at officer discretion. In 2015/16, no grant applications were supported. For 2016/17, there has been one commitment of £500 to Baring-Gould Folk Weekend and Song School.
- 3.4.2 In the past, grants have been awarded to initiatives such as the Okehampton chamber of commerce website build; the Tavistock BID ambassador programme, the Chagford film festival, etc.
- 3.4.3 This grant fund is separate to community project grants, sports development grants, Town & Parish (TAP) grants and locality grants.
- 3.4.4 Given the low level of interest in applying for these funds, the availability of other sources to obtain funding and the identified need to increase funding to BIP, the working group recommend that this grant scheme ceases to operate with immediate effect.

3.5 Invest £1,000 into "The Teenage Market"

- 3.5.1 See 4.5 below for further information and rationale for investing in the "The Teenage Market".

3.6 Recruit a dedicated Economic Development Resource

- 3.6.1 Historically, WDBC had a dedicated economic development resource, but during the roll-out of the T18 transformation programme, this specific role has been removed and the staff members have either been redeployed or left the organisation.
- 3.6.2 Completion of economy related tasks has therefore either fallen to others across the organisation or has not been completed. Where it has been completed by others, this has been sub-optimal, given it has been done in addition to other core duties.
- 3.6.3 It is clear that in order to achieve the Council's Our Plan aims, a renewed focus on the economy is required and the working group felt this was best achieved by recruiting a dedicated resource. It is envisaged such a resource would be able to pursue the following activities:
 - 3.6.3.1 Follow up on Inward Investment opportunities originated via LEP and Department for Business, Energy and Industrial Strategy (BEIS) or Department for International Trade (DIT)
 - 3.6.3.2 Commission and manage economic development delivery in borough, overseeing relationships with SWMD, VIA, BIP and the Teenage MarketF
 - 3.6.3.3 Work with local sector groups, e.g. agri-tech, photonics, marine cluster, business networks such as Tavistock BID, FSB, Chamber of Commerce, Chamber of Trade, NFU, with other South West authorities to network, understand market and drive economic growth in the borough
 - 3.6.3.4 Follow up & respond to grant funding initiatives which would support local businesses or the wider local economy. When required, use third parties to write applications on a no win, no fee

- basis. Funding tends to require shovel-ready projects; this role would work with colleagues to determine how these can be driven
- 3.6.3.5 Lead on relationships with City Deal and the LEP
 - 3.6.3.6 Lead on LEADER programme for WDBC, managing the DR company relationship, who complete much of the associated programme management functions
 - 3.6.3.7 Lead on Member engagement to help understand market and drive economic growth in the borough. Act as custodian for comprehensive data set as per 2.6 above.
 - 3.6.3.8 Ensure close integration with planning in relation to economy related issues and business enquiries. Assist with implementation of planning peer review actions, e.g. fast track planning process / more Planning Performance Agreements and fee reduction / removal for business applications; review of policies to ensure fit with economic growth & open for business agenda
 - 3.6.3.9 Work with neighbourhood planning teams to focus on economy where appropriate
 - 3.6.3.10 Procure and publish a fully maintained consolidated list & contact details of land, units, shops etc. that are allocated or available for purchase or let – with owner or agent details
 - 3.6.3.11 Review & improve economy provision on the Council website
 - 3.6.3.12 Proactive engagement with medium / large businesses to understand needs / wants from their local authority - act as early warning system of issues, inform lobbying / discussions with LEP / County etc. and general policy decisions, e.g. informing strategy / land allocations / cross promotion of other council services (especially in a LACC context)
 - 3.6.4 Members should be aware that the benefits of this work will not always be immediately apparent in terms of increased business rate income
 - 3.6.5 It is recommended that an appropriate resource is recruited to focus on these activities and that the establishment is increased accordingly as part of the 2017/18 budget planning process.
 - 3.6.6 A budget pressure for WDBC of £22,000 per annum is forecast. It is envisaged that this would be a full time, level 4 post, shared on a 50/50 basis with South Hams District Council. If SHDC opt not to recruit to this post, WDBC would recruit on a part time basis at the same cost.
 - 3.6.7 If approved, this post would be recruited as soon as possible in 2016/17, with funding sourced from the Innovation Fund (Invest to Earn) Earmarked Reserve. A sum of £22,000 was set aside in principle from this reserve to fund the economic delivery programme, as discussed in the Income Generation Proposals report, presented to Hub Committee on 22nd March 2016. A proportion of this sum would fund the post until the start of the

2017/18 financial year, when the role would be incorporated into the WDBC staffing establishment.

3.7 Establishment of a West Devon Economy Working Group

3.7.1 It became clear to the West Devon members of the group that there remains a considerable amount of work to be done in order to ensure that the measures presented in this report are managed effectively and the desired results obtained. The members agreed that a key recommendation is that a pure West Devon Economy Working Group (WDEWG) be established:

3.7.1.1 To ensure the continued management of the initiatives presented in this report.

3.7.1.2 To continue to monitor the economy of West Devon and recommend appropriate interventions.

3.7.1.3 To develop effective channels of communication between the Council and all West Devon businesses.

3.7.1.4 To identify the support required by the West Devon business community and examine ways to provide this support.

3.7.2 The group considered the composition of a WDEWG and recommend that the addition of a member from the Okehampton area to the existing membership would provide balance, there being proportionate member representation from the key communities and surrounding areas.

3.7.3 The group also considered the reporting channel of the WDEWG and recommend that periodic reports be submitted to Hub Committee.

4.0 Options available and consideration of risk

4.1 Involvement of Ward members

4.1.1 Ward Members have a significant part to play in economic development within their wards. Many already have a good level of connection with their local businesses but more can be done. First, by proactively seeking out all businesses over a period of time, the detailed intelligence that they collect can feed into and help maintain an up to date database of West Devon businesses. Second, where they become aware of specific business issues affecting one or many businesses in their ward, appropriate support can be directed to address these issues.

4.2 Linkage of strategic industrial development plans and housing development plans

4.2.1 Presently there is no connection between house building and economic development. This makes no sense. When there is a prevailing situation of mass house building as is the case in Okehampton and Tavistock, there is a natural requirement for more employment, employment that provides meaningful, significant, well paid jobs. Without the businesses to provide them, there then is the risk that major urban areas become dormitory towns as people decamp each day for Exeter and Plymouth. This increases road congestion, increases pollution, increases the risk of road traffic accidents and is quite contrary to

government greenhouse gas control policy. The case for more local employment is clear.

4.2.2 Were strategic plans written to provide a clear linkage between house building and economic development then these two aspects of growth can be managed together. Where land is allocated for industrial development of whatever category, there is an opportunity for WDBC to work in partnership with the owners and developers to bring such land forward in a manner that is co-ordinated with house building. In effect, business and job opportunities may be presented just as the people who might operate new business and who might require those jobs take up residence.

4.2.3 There is another opportunity from such a policy direction. WDBC may be able to derive future income streams by being instrumental in the development of the industrial facilities required of businesses and their future management. In effect the Council can become a business landlord, deriving both rent and where applicable, business rates from new resident businesses.

4.3. Stimulating the rural economy

4.3.1 While it is accepted that economic development within West Devon should be a priority for towns, there is great potential for stimulating the 'micro economy' in villages. The advent of sole trading internet businesses and home working has significantly changed the rural landscape and many of these businesses are 'invisible' and may not appreciate the help and support that may be available to them.

4.3.2 While the re-vitalised BIP program will seek to reach these businesses, more can and should be done. There is a role here for Councillors in rural locations who may be in a position to signpost people to BIP's expertise and, where appropriate, act as a point of contact between local businesses and the range of services available.

4.3.3 The introduction of Neighbourhood Planning can play an active part in stimulating the local economy by promoting policies aimed at supporting it. While these plans are locally driven, WDBC can assist with the development of appropriate policies which in turn can be offered to Neighbourhood Planning teams for consideration.

4.4 Digitisation of the high street

4.4.1 It is apparent to any who visits them that our town centres are changing. High rents and the high business rates associated with such rents in prime location premises present an ongoing challenge to all in retail but particularly so for small 'owner operated' retailers. The key to the future sustainment of high street, if indeed this is deemed desirable, is to encourage footfall and crucially spend. This requires a strategic approach that packages together all relevant initiatives that help bolster this trading environment.

- 4.4.2 Many of these smaller independent retailers are struggling to make the business work as competition from internet trading and out of town shopping centres bites. Yet they have limited potential to compete online. Most do not have the stock facilities required to operate successful online businesses. Nor do they have the staff to enable this. They face the perennial problem of step change in overheads that carries with it the risk of business failure should online sales not measure up to the level required to sustain new employment.
- 4.4.3 At a recent DCLG event, the lead member for the Economy and the lead member for Strategic Planning were appraised of a suite of initiatives based on the broad concept of digitisation of Town Centres, that together aim to revitalise flagging Town Centres, to sustain those that are still in a state of health and to regenerate those that have declined. It is beyond the scope of this paper to discuss these in detail but suffice to say, where they have been introduced there has been positive change. They present a similar opportunity for the towns in West Devon. It is therefore proposed that this area be examined in detail and those measures that are deemed suitable for West Devon towns be adopted.
- 4.4.4 The ideal digitisation model is for Town Centres to provide free Wi-Fi to visitors and for this Wi-Fi service to provide a landing page that takes visitors to a simple search engine which enables them to find local goods and services. Necessarily, all Town Centre traders will need to have their own information page as part of the Town Centre site infrastructure. This page will include basic information and graphics in a standard structured way to ease the administration, build and update. Basic information includes a location map, outline of good/services on offer, opening times and any current special offers available.

4.5 The Teenage Market

- 4.5.1 The Teenage Market is a fast-growing national initiative that's transforming town and city centres with the creativity of young people. The Teenage Market gives young people a free platform to showcase their creative talents. It's all about supporting the next generation of market traders and bringing an influx of energy, vibrancy and diversity to towns across the UK. Their events are the perfect opportunity for markets to connect with their town's population of young people, by providing a platform for them to be entrepreneurial, trial new business ideas and sell creative products.
- 4.5.2 As well as a creative retail offer, a really important part of Teenage Market events is performance. Whether it's young bands, dancers, musicians or stand-up comedians, their events are an amazing opportunity for young performers to showcase their creative talents in the heart of their village or town. The events are also great for large, local community groups to showcase their unique skills and talents, who also bring along friends and family for support.

- 4.5.3 When combined, the creative fusion of specialist retail and live performance creates a thriving and bustling marketplace which succeeds in attracting a new generation of shoppers and visitors to our local markets. The Teenage Market events have proven that giving a free platform to aspiring young entrepreneurs and performers can transform village and town centres, animate high streets and revitalise local markets.
- 4.5.4 The initiative started in Stockport in 2012 and has since grown to include 26 towns. WDBC has the opportunity to buy into the successful template approach for 3 years for a discounted rate of £1,000. This fee provides access to a full support package that is ready to go and proven to work.
- 4.5.5 The benefits are:
- a. Stimulate the involvement of young people in what is traditionally an 'older person's' environment, getting them into business in a simple, low cost yet effective way.
 - b. The extra footfall that 'Teenage market' events generates may benefit the wider business community in the town centres from where they operate.
 - c. The concept has produced demonstrable benefits in sustaining and regenerating town centres.
- 4.6 Members could opt to support some, all or none of the working group recommendations discussed in this report. However, it is important the members note that these recommendations are designed to deliver the Council's Our Plan aims and seek to support the local Economy, which was identified as a top priority for members. At present, officer focus on these deliverables is compromised. There is no identified risk in pursuing these recommendations.

5.0 Proposed Way Forward

- 5.1 The Economy working group recommend that WDBC:
- 1) Adopt the proposed WDBC Our Plan Annual Delivery Plan 2016-2017, as shown in Appendix 1
 - 2) Increase funding to BIP for business support services
 - 3) Reduce funding to Villages in Action
 - 4) Reduce funding to South West Museum Development (SWMD)
 - 5) Cease offering economy grants in WDBC
 - 6) Support the Teenage Market initiative
 - 7) Recruit an economy specialist to focus on the Council's economy delivery programme and the initiatives discussed in this report
 - 8) Establish a West Devon Economy Working Group (WDEWG) consisting of 4 members
 - 9) That the WDEWG submit periodic reports to Hub Committee

6.0 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/ Governance	Y	If the proposals are approved, an SLA will be prepared to cover the increased investment with BIP and existing SLAs with VIA and SWMD will be amended accordingly. A new SLA will be prepared with the Teenage Market. Supporting the local economy is not a statutory duty for the Council. Devon County Council have a responsibility to support the local economy, but the proposals highlighted in this report and the delivery programme focus on local deliverables outside of the County remit.
Financial	Y	<p>It is proposed that funding is reduced to some organisations, whilst it is increased to others. In summary:</p> <p>VIA reduction £4,000 pa (for 2017/18 onwards) SWMD reduction £1,000 pa (for 2016/17 onwards) Economy Grant reduction £5,571 pa (£5,071 for 16/17, full amount 17/18 onwards) Total Saving: £10,571 pa</p> <p>Increase in BIP support (£6,770) per annum, pro-rata for 16/17 Award to Youth Markets (£1,000) per annum Total Additional Cost: (£7,770)</p> <p>Net Saving of £2,801 per annum which is available to reinvest in other economy initiatives. This will be used to cover the increased cost of delivering the town benchmarking reports for Okehampton and Tavistock as described in Appendix 1.</p> <p>This report recommends that an appropriate resource is recruited to focus on the economic delivery programme outcomes highlighted in this report and that the Council's staffing establishment is increased accordingly as part of the 2017/18 budget planning process.</p> <p>If approved, this role could be recruited as soon as possible in 2016/17, with funding for this role sourced from the Innovation Fund (Invest to Earn) Earmarked Reserve. A sum of £22,000 was set aside in principle from this reserve to fund the economic delivery programme, as discussed in the Income Generation Proposals report, presented to Hub Committee on 22nd March 2016. A proportion of this sum would fund the post until the start of the 2017/18 financial year, when the role would be incorporated into the staffing establishment if approved. The reserve has an uncommitted balance of £904,862.</p>
Risk	N	None identified
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	Y	WDBC does not directly invest into local museums or arts events. The reduced funding to VIA & SWMD will not prevent local groups from engaging with these organisations.
Other implications	N	N/A

Supporting Information

Appendices:

Appendix 1: Proposed WDBC Our Plan Annual Delivery Plan 2016-2017

Appendix 2: WD Business Support April 16- Sept 16 Delivery Report

Appendix 3: South West Museum Development Report 2016/16 for West Devon

Background Papers:

- Income Generation Proposals, presented to Hub Committee, 22nd March 2016
- "Our Plan Review" presented to O&S External, 15th March 2016

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WDBC Our Plan Annual Delivery Plan 2016-2017

Economic Development Programme

The Our Plan delivery plan establishes actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future. We want our communities to be places where businesses can develop and grow.

We want to make a positive contribution to the equality, fairness and spiritual wellbeing of our communities.

This part of the Delivery Plan sets out an Economic Development Programme and includes current activity and the future programme

Current Activity

This table sets out the activity supporting Economic Development that will be progressed during the 16/17 financial year. It is grouped under the following work streams that were established in the 15/16 Delivery Plan and have guided work until now.

- Business Engagement and Support
- Research and Intelligence
- Maximising Funding Opportunities
- Strategic Working

Economy - Creating places for enterprise to thrive and business to grow					
Workstreams	Activity	Method and resources	Outcomes	Where	Lead / resource available?
Business Engagement and Support <i>To signpost businesses to funding opportunities, best practice, training, changing legislation, apprenticeships, etc.</i>	Business Advice & Support	Provision of a Business Support service delivering information guidance and advice to local businesses. Business Information Point (BIP Okehampton) provide advice in WD. Cost £8,000 pa – WD only. Recommend to increase this funding to £15,100 pa for increased outputs and improvements in MI	Quarterly monitoring of Business Support contract against pre-agreed targets. <i>Number of businesses receiving support. This MI is to be grown for 17/18 to show outcomes of businesses started; businesses still in existence after 12/24/36 months; Number of jobs created.</i>	West Devon	Strategy & Commissioning (S&C) Yes – largely outsourced. However, more contract monitoring is required – to be completed by L3 vacant post in S&C, supported by proposed new post.
	Business Advice & Support	Growth Hub WD £2k pa but subject to European Investment being received by Devon CC	Information passed to local Business. Assistance with training, signposting, funding, advice Continue whilst free of charge. <i>Number of businesses receiving support. This MI is to be grown for 17/18 to show outcomes of businesses started; businesses still in existence</i>	SHWD	Strategy & Commissioning Yes – largely outsourced. However, more contract monitoring is required – to be completed by L3

			<i>after 12 months; Number of jobs created.</i>		<i>vacant post in S&C, supported by proposed new post.</i>
	Business Rates Discretionary Support	Promoted via Members, website and Business Rate team.	Inward investment / Business retention (Businesses given opportunity to reduce outgoings when expanding or remaining in area) <i>No of businesses assisted No of additional jobs secured Value of discretionary benefit awarded Value of additional business rates secured</i>	SHWD	Strategy and Commissioning / Customer First Yes – processes in place
	Regulatory and Licencing, Support and Advice	Better Business For All (BBfA) Regional partnership supporting regulation reduction and business advice.	<i>No of businesses assisted</i>	SHWD	Environmental Heath CoP Yes
	Business Improvement District - BID	Active in Tavistock. For a BID to take place, a vote must take place within the boundary where the BID will act. This has recently been extended for a further 5 year period. All businesses invited to vote & consulted on what money collected will be spent on. All businesses in that defined area must pay a levy towards the BID (regardless of whether they voted favorably or not). The BID may subsidise parking, market the town etc. No ongoing funding directly from SHWD.	<i>Improved economic output from Tavistock. WDBC provide support services to BID in return for £4k fee per annum.</i>	West Devon	Strategy & Commissioning & Finance CoP Finance resources available. <i>Proposed new economic delivery resource could forge greater ties with BID.</i>
Research & Intelligence <i>To fully understand business needs</i>	Delivery of annual Town Benchmarking in Tavistock	Annual Reports Cost £350 for a “peoples and places” licence each town and Council resources used for fieldwork, data	Background Information to support policy and delivery	West Devon	Resources could be made available but only at expense of other activities.

<i>and to inform future plans, policy & strategy.</i>	and Okehampton	intepretation and analysis or £2k per town for turnkey solution			Outsourced solution to be pursued, due to complete Nov 2016 – overseen by Group Manager, S&C <i>Proposed new economic delivery resource would utilise the output of this work to fulfil identified role</i>
	Asset Management Programme	Business Unit development Programme Work underway as part of capital programme and innovation invest to earn fund. New opportunities to deliver employment units and income generation to be sought	Part of Asset Management strategy to enhance income stream. Increased income streams and occupancy rates.	SHWD	Group Manager, S&C and Assets CoP
Strategic Working <i>To benefit from economies of scale and lobbying clout along with strategic policy development; partnering with other entities who hold shared values and goals</i>	Local Enterprise Partnership HotSW (LEP) www.heartofswale.com wlep.co.uk	3 main areas of focus – people, place and business – with delivery on all of these points in various guises, eg pop up business café, growth hub service (advice for all), connecting devon and somerset, inward investment liaison and marketing. The LEP also manage the local transport board (LTB) Participation in City Deal and LEP initiatives to influence employment land, road, rail and broadband developments.	Set out a SEP (Strategic Economic Plan) for the LEP region in 2014 which was shared with Government. This is currently under review. LEP to work with districts, unitaries and counties on refresh. Success against these goals can be viewed via the LEP website, as part of their monitoring framework. Not necessarily a funding route for Council projects, but can advise and signpost for potential matches and can be used as an influencer in other funding decisions; mainly focus on big	SHWD	Director & Group Manager, Strategy & Commissioning However, proposed new Economic Development resource could strengthen relationships and increase Council focus on LEP

		Involvement in determining successful Growth Deal / European Structural Investment Fund (ESIF) / ERDF (European Regional Development Fund) business support projects and managing bank of projects, Regional growth Fund, Devolution, inward investment, etc. SHWD contribute £5k pa each towards LEP provision	picture investments / issues / infrastructure Operate an Enterprise Adviser Service – working with secondary schools, to make business part of curriculum to show students the possibilities of local jobs after school.		initiatives for the WDBC area
	City Deal	At present, not SHWD centric. No financial commitments Officer input into reviewing delivery plans, but this is focussed on city (Plymouth and Exeter delivery) and is led by those city councils along with DCC & LEP.	None within SHWD	SHWD	Director & Group Manager, Strategy & Commissioning However, proposed new Economic Development resource could strengthen relationships and seek improved outcomes/ benefits for the WDBC area
	Devolution Deal	Work with LEP, Devon & Somerset County and districts / boroughs regarding devolution plans	Ongoing work, nothing definitive delivered as yet, but increased collaboration is potential outcome. Officers / Members engaging across authorities to seek opportunities for efficiency and service improvements.	SHWD	Director, Strategy & Commissioning; elected members Yes – Other Group Managers likely to be involved and

					engagement increases
	Peninsula Rail Partnership	Support	Lobbying partnership to help improve rail connections; could contribute by encouraging businesses to participate	SHWD	Group Manager, Strategy & Commissioning Dependent on activity; a new Economic Development Resource could participate in this.
	Strategic Polices	Policies to support local economy / community	Completion of joint local plan to ensure it does everything it can to support economic growth & comply with national planning policy framework; discretionary business rate relief policy introduction; asset management strategy; Car Parking Strategy	SHWD	Strategy & Commissioning; Customer First; Commercial Services Yes – though no lead specifically identified
	Strategic Site development	Partnerships and Liason over Opportunity Okehampton (as was) to bring forward employment units. Engagement with Devon County to support planning process	Worked with DCC to write off long term debt regarding overage on Okehampton land, enabling sites to be prepared ready for sale & build-out.	SHWD	Group Manager, Strategy & Commissioning To be considered & resourced as need arises; proposed new economy resource can assist
	LEADER Programme:	European funded scheme, managed by DEFRA / Rural Payments Agency and project managed by DR Company.	Across the two LAG areas (not co-terminus with SH or WD), a total of 126 jobs are expected to be created, from	SHWD	Officers at SHWD (Strategy & Commissioning, Audit, Finance), DR Company

	Greater Dartmoor LEAF South Devon LAG	This is an economic programme, focussed on job creation, through granting of €4.4m of european funding between 2016 and 2020. SH & WD both have committed £16k pa each for 5 years.	105 separate projects. The target is one job per £12,000 of funding. <i>Value of funding awarded</i> <i>No of jobs created / protected</i>		Currently resourced at expense of other work; a new economy resource would assume responsibility
Maximising funding opportunities <i>To ensure Council resources are used to their full potential and deliver added value.</i>	Economy Grants / Investment	Tamar Valley Mining Heritage Project (TVMHP) The TVMHP was set up in Partnership with the TV AONB. c£250k was committed by WDBC. The site consists of the 'Tamar Trails' and some of the facilities supporting them (car parks, Trails Centre, interpretation, marketing, etc). WDBC is committed to: <ul style="list-style-type: none"> - Leases for 27 years costing circa £40K p/a (will rise with RPI) - Have a management agreement in place with the Tamar Community Trust who monitor and manage the trails on WDBC's behalf for £10,275 p/a (good value and works well) - Continue to run a 'Tamar Trails Partnership' - meets quarterly – essentially covers trail management/issues and marketing ideas - Provide funds for marketing – includes promotional material, printed and internet campaigns, events, etc – idea being to draw visitors who spend money at carparks. 	Economic and tourism / lesiure benefits to area. The TVMHP saw several £7m invested by the Heritage Lottery Fund (HLF) into making mining structures safe, renovating heritage buildings (chapels), creating 25km of multi-use recreational trails, building a visitor centre, installing interpretation. WDBC acted as accountable body, and to secure the 25km of trails it entered a series of leases with circa 10 landowners. WDBC is under an obligation to the HLF to maintain the project works for a period of 10 years and maintain public access for 30 years from March 2013. It was originally envisaged that increased car parking income would offset the cost of the leases. WD Resources Committee in circa 2014 accepted that there would be a £30-35K deficit on the Tamar Trails/TVMHP per annum as car park income has not been as great as forecast. Monitoring UPDATE planned for O&S External	West Devon only	Assets CoP & Vacant Level 3 post, Strategy & Commissioning Yes

	Economy Grants / Investment	<p>Tavistock Townscape Heritage Initiative £10k pa committed towards THI, payable for 4 years until 2019/20. The Tavistock Townscape Heritage Partnership was set up by WDBC in 2008.</p> <p>It has both member and officer representation. Its main focus has been the Tavistock THI bid and preparing and reviewing the Appraisal and Management Plan, (both adopted by WDBC along with a Public Realm Strategy in May 2014). Funding support from the GD LEAF programme and s106 funds secured to deliver the THI scheme.</p>	<p>SLA in place for 16/17.</p> <p>Monitoring UPDATE delivered to O&S Internal 11/10/16</p>	West Devon Only	<p>Place Making CoP / Development Management CoP</p> <p>Yes</p>
<p>Maximising funding opportunities <i>To ensure Council resources are used to their full potential and deliver added value.</i></p>	Economy Grants	<p>South West Museum Development Programme www.southwestmuseums.org.uk £2k per annum, WD only. Payable to Bristol City Council in respect of the South West Museum Development programme support service for the area of West Devon for the period 1 April 2015 – 31 March 2016.</p> <p>Recommended that this funding is reduced to £1k for 16/17 and beyond</p>	<p>Memorandum of Agreement in place for 16/17 and 17/18. Been made aware that funding is under review. This money part funds the administration of a grant allocation from the Arts Council to support local museums. Accredited museums in West Devon of between can apply for grants of between £500 and £10,000. Dingles, Museum of Dartmoor Life and Tavistock Museum in West Devon benefited by c.£4k (total) in 2015 and several plan to reapply during 2016.</p> <p>The grants, consultancy and technical conservation advice offered by the service are only accessible to museums in LA areas where there is a live Memorandum of Agreement. The Arts Council look for LA commitment to</p>	West Devon Only	Place Making CoP / Group Manager / Vacant Level 3 post, Strategy & Commissioning

			<p>culture as a driver of local priorities for tourism, health and well-being and place-making.</p> <p>South West Development Programme supports local museums to meet national standards, deliver quality services, and maximise the funding available from national organisations and Arts Council England, for whom Museum Development is the natural regional and local conduit.</p>		
<p>Maximising funding opportunities <i>To ensure Council resources are used to their full potential and deliver added value.</i></p>	Economy Grants	<p>Villages in Action (VIA) www.villagesinaction.co.uk No payments made by SH as stopped 3 years ago.</p> <p>£8000 per annum paid by WD. Spend approved by WD Leader / Exec Dir for 16/17. VIA made aware that this is under review.</p> <p>VIA is a community development organisation supporting and enhancing the vitality of rural communities through the arts. It exists to bring an expanding range of high quality arts experiences to all sections of rural communities by securing high quality artists, supporting local promoters and providing opportunities for local people to participate. By doing this, VIA supports the development of vibrant, sustainable communities.</p>	<p>SLA in place for 16/17 to ensure minimum of 18 performances in West Devon covering a minimum of 10 West Devon Venues</p> <p>WD members are made aware of events taking place through leaflets in pigeonholes.</p> <p>Agreed indicators are:</p> <ol style="list-style-type: none"> 1. Quarterly details of performances and workshops to be held within the Borough of West Devon (a minimum of 18 performances annually) 2. Quarterly details of locations visited (a minimum of 10 different parish or town locations annually) 3. Number of people attending each performance. 4. Number of people attending each workshop. 	West Devon Only	Place Making CoP / Group Manager / Vacant Level 3 post, Strategy & Commissioning

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West Devon Business Support April – September 2016

West Devon Business Support Project

Support Given

Since the beginning of the 2016 West Devon Business Support Project we have held 39 interventions with clients in the area. Of these 39 clients we have assisted 17 clients who are looking at starting a new business, 10 who have started a business in the last 2 years and 6 who are in an existing business. The majority of these have been in the Tavistock and Okehampton areas of West Devon.

Workshops Held

BIP has held two workshops, Federation of Small Businesses, covering funding and access to finance and an Enterprise Club, a group led session that looks at all areas of setting up a business. There have been a total of 7 clients from the West Devon area at these workshops.

Marketing

To help market the project we have sent information in the following ways:

An email newsletter for BIP subscribers continues to be sent out twice a month, covering relevant business news and advice. This is a useful means of promoting new initiatives.

Regular Email marketing campaigns have been sent to our mailing list informing them of relevant workshops and support in their area.

Social media, particularly on Facebook and LinkedIn, growing the BIP audience and engagement on all platforms.

BIP Activity in the West Devon Area (not funded by WDBC)

We also have the following projects within the West Devon Area which provide additional support.

New Enterprise Allowance (NEA)

The new NEA project started in April 2016 of which BIP are a delivery partner. Since April 2016 there have been 15 clients referred onto the scheme from the West Devon Area needing assistance to complete their business plan and begin trading. Of these, 7 have gone through to successfully complete a business plan and 2 have confirmed they have commenced trading.

In addition, 1 client already on the scheme has completed their business plan and commenced trading and 4 have confirmed they have reached 26 weeks trading during the same time frame.

Natwest

A successful bid to Natwest/RBS banking group has brought a small amount of additional funding (around £3000) into the district to support rural women who are contemplating starting a business but are a long way short of starting up. The project is in its early days and so far has recruited 1 West Devon client, she has undergone her initial diagnostic.

Start-Up Loans

Start-up Loans is a government alternative source of funding where conventional sources prove difficult to access, up to £25,000 is available as an unsecured personal loan at 6.2% over 5 years. 6 people in West Devon have been supported through this process since April 2016.

Future Activity

Workshops for both West Devon Business Support and the Natwest contracts are currently being planned. The topics that will be covered in the coming months are:

- Self-Employment – Is it for me?
- Business Start up
- Business Planning
- A couch potatoes guide to marketing

Museums in West Devon

Over 195,000 visits
to museums in
2014/15

5 museums in the
Accreditation scheme
The National standard for
museums

79% of adults visited a
heritage site in the last
12 months in the South
West – Taking Part 2015/16

121 education, activity
and outreach events run
by museums in 2014/15

34,398 hours contributed
by 191 volunteers in 2014/15

£245,678
the value of volunteer
contributions to museums and
their surrounding communities

To find out more visit:
www.southwestmuseums.org.uk
[@swmuseums](https://twitter.com/swmuseums)

Visits contributed
£4.6 million to local
tourism economy



Dingles Fairground Heritage Centre

History, heritage and culture
are key drivers of tourism in
UK – Visit England

Museums are a vital part of
our social fabric. They enrich
people's lives and can act as
a focal point for their
communities. They inspire
creativity, promote wellbeing
and support active education
and lifelong learning.

Museum Development in West Devon is
co-funded by Arts Council England and
West Devon Borough Council ensuring all
museums can access professional
advice to develop sustainably and
thrive.

Museum Development 2015-18

Arts Council England's (ACE) Museum Development programme supports museums to meet and exceed national standards driving excellence, raising ambition and strengthening resilience. The programme works with museums to provide engaging, valued and inspirational services for their audiences and communities.

For the period April 2015 to March 2018 ACE has awarded funding to the South West Museum Development Programme to continue to deliver Museum Development services for the 200+ Accredited museums in the South West, awarding £1.4 million over the three years.

2015-18 programme structure

For the period 2015-18, there is an enhanced level of support available to museums in areas where the local authority co-funds Museum Development provision.

The core offer available to all museums includes the following:

- Access to a local Museum Development Officer (MDO) providing professional advice covering all areas of a museum's operations.
- Free, high-quality training through the South West Museum Skills Programme.
- Remote advice and support through Museum Group meetings from four specialist regional posts covering audiences, collections, digital engagement and volunteering.
- Access to sector data to support performance benchmarking, advocacy and local impact reporting.

There are currently 24 local authorities, including West Devon Borough Council, that co-fund Museum Development provision that collectively invest over £135,000 per year in the programme.

To find out more about Museum Development provision contact Programme Manager, Victoria Harding, victoria.harding@bristol.gov.uk

Investing in South West Museum Development

The support of local authorities is vital in enabling museums to prosper. Making a financial contribution to South West Museum Development provides local authorities with a cost effective means of supporting museums in their locality through an existing support infrastructure.

In addition to the core offer, the enhanced level of support available to museums in West Devon includes:

- Increased MDO capacity to respond to local needs and support fundraising and partnership development.
- A grants programme offering museums up to £2,000 and up to £10,000 for partnerships of two or more museums.
- Increased investment through externally funded project initiatives which will focus on collections, digital and volunteering.
- Enhanced micro-consultancy support from our specialist posts (audiences, collections, digital and volunteering) to support project development, skills training, fundraising and partnership work.
- Dedicated capacity to support museums to collect, understand and apply audience data more effectively.

Museum Development 2015-16

In the last year, the South West Museum Development programme has delivered a range of support to museums in West Devon, including investment in a local Museum Development Officer, awards of grants and provision of skills development opportunities worth a total of £8,769 to museums in West Devon.

Dingles Fairground Heritage Centre

Dingles provides a unique opportunity to view the UK's largest historic fairground collection. It houses an array of vintage stalls and rides, many of which are still operational.

Over the last year the MDO has provided significant support to Dingles as the museum has begun to formally work towards Accreditation, the national standard for museums. This has included supporting them to appoint their first paid Curator.

The museum also secured a grant of £1,353 from our small grants scheme to purchase new collections management software as part of a project to audit and re-catalogue their collections.

Museum of Dartmoor Life

The museum tells the story of people on Dartmoor from prehistoric settlement to 20th century mining and hill farming.

In the last year the museum has received support to establish a programme of audience data collection as part of a cluster of smaller museums in Devon. The data collected will provide evidence to support future marketing, fundraising and business planning.

The museum also secured a grant of £1,624 from our small grants scheme to fund upgrades to their collections management software and provide training for a new volunteer documentation team.

National Trust properties

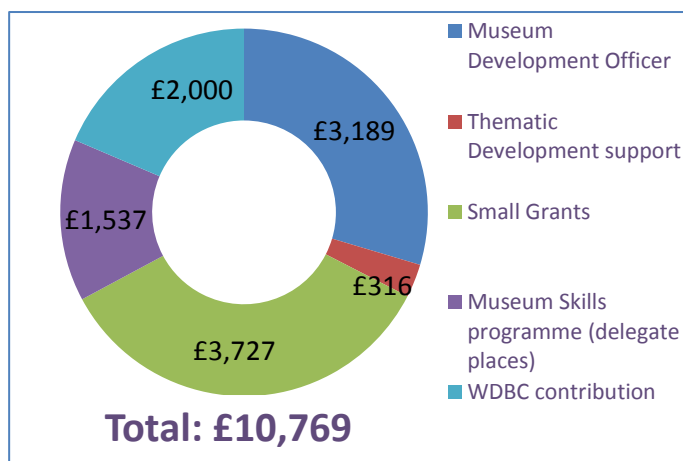
The National Trust, whilst not accessing the support of the MDO, access all services provided by the South West Museum Development programme including, grants, training and development advice.

Tavistock Museum

Tavistock Museum is an entirely volunteer-run town museum with collections relating to its monastic, market, and mining past.

In 2015/16 the museum successfully secured a grant of £750 from our small grants scheme to enable them to improve external signage including a new bespoke sign at the museum entrance. The new signage will help increase the visibility of the museum to passers by and help raise local awareness of the museum.

Museum Development investment in West Devon museums 2015-16



“The museum is in regular touch with the CDO and the MDO through meetings of the West Devon Museums Group. This professional support has been critically important to the improvements at this museum which has been under new management since 2012.” Museum Manager, Museum of Dartmoor Life
Page 41

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

Date: **8 November 2016**

Title: **Transitional resources monitoring report**

Portfolio Area: **Cllr C Edmonds**

Wards Affected: **All**

Relevant Scrutiny Committee:

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

Author: **Steve Mullineaux** Role: **Group Manager – Support Services / Customer First**

Contact: steve.mullineaux@swdevon.gov.uk, (01803) 861412

RECOMMENDATION

It is RECOMMENDED that the Committee note the contents of the Transitional Resources monitoring report and the progress to date.

1. Executive summary

- 1.1 This report will provide members with an update on the impact on services areas of the temporary, fixed-term transitional resources approved by council in June 2016 to improve customer satisfaction and public perception of the Council.
- 1.2 The report also provides an update on the current expenditure of the additional approved funds.

2. Background

- 2.1 The T18 programme was designed to meet the challenges of reduced budgets without cutting statutory frontline services. The programme was designed to improve customer satisfaction by providing the customer with improved access to services and delivering efficiencies by streamlined service delivery.

Whilst the budget reductions have been achieved, the transition to the new model has resulted in increased call volumes, increased call waiting times and service backlogs.

- 2.2 The resourcing model and staff numbers developed by Ignite were based on:

- 2.2.1 The new technology being delivered and more importantly embedded across the organisation.
- 2.2.2 New more efficient and streamlined processes implemented and embedded.
- 2.2.3 Customers using the new technology and process to self-serve rather than calling or visiting.

- 2.3 Due to a number of factors listed below the technology has been delayed:

- 2.3.1 The councils IT resources were reduced at the start of the programme.
- 2.3.2 The delivery of the technology solutions from the supplier has suffered delays.
- 2.3.3 A number of the solutions have needed significant development to meet the requirements of the council.
- 2.3.4 The availability of staff for testing and training has been limited due to the need to carry on day to day customer activity.

- 2.4 The impact of the technology delays has impacted on the roll-out of new processes and channel shift, as a result the delivery of online services has been severely impacted.

3. Current position

- 3.1 All temporary fixed term resources have now been recruited, these have been a mixture of agency staff, already working at the council and new recruits. Staff have been deployed so that existing agency staff with experience have been given more complex work and new staff deployed in to less technical roles.

- 3.2 A transition improvement team led by the seconded manager from Support Services and supported by the managers of Case

Management, Specialists, IT and Business Improvement, now meets fortnightly and is working through the action plan to improve processes and technology in each area.

- 3.3 Of the £216,000 of additional approved funds £99,000 (46% of total) has been spent as of end of September (Period 6). Expenditure has been front-loaded to gain the maximum service improvement as early as possible.
- 3.4 Monthly call volumes had been at the highest levels for a number of years and as a result call waiting times were unacceptably long. Call volumes have reduced since the peak of June 2016 and call volumes in September were the lowest this year – and more significantly, the trend prior to the BT phone line problems were also lower.
- 3.5 A number of services had backlogs of work, which in turn was generating increased call volumes and higher levels of customer dissatisfaction. The services of particular concern were;
 - Planning
 - Waste
 - Car Parking
 - Council Tax
 - Housing Benefit
 - DFG's

Further details of progress are provided in section 4.0

- 3.6 The new contact centre phone system has now been installed and is working well, new telephony infrastructure (digital lines) will be completed during the first 2 weeks of November. The new website is currently under development.
- 3.7 Channel shift technologies are beginning to have a positive effect, with easy to use online Housing Benefit forms and an online direct debit form resulting in 50% take up and in turn positively impacting service delivery timescales.

4. Service by Service update

4.1 Contact Centre Performance

Contact centre performance has improved steadily over the last 3 months. This is evidenced by the latest Contact centre performance report which shows that;

- 4.1.1 Call volumes are decreasing (see table below)

	April	May	June	July	August	Sept
No of calls to CC 2016/17	27501	26390	29694	25420	27072	24274
No of calls to CC 2015/16	22436	20309	23744	27049	24461	26723

4.1.2 The % of calls answered is increasing (see table below)

	April	May	June	July	August	Sept
Calls answered 2016/17	69.5	70.8	71	71.9	72.8	77
Calls answered 2015/16	88.8	79.4	71	74	70.2	70

4.1.3 The % of calls answered in 20 seconds is increasing (see table below)

	April	May	June	July	August	Sept
% of calls ans within 20s 2016/17	30	33	35	32	38	44
% of calls ans within 20s 2015/16	59	43	35	33	39	42

4.1.4 The % of calls waiting more than 7 minutes to be answered is reducing (see the table below)

	April	May	June	July	August	Sept
% of calls answered after 7min 2016/17	40	37	36	38	35	26
% of calls answered after 7min 2015/16	23	29	32	33	28	26

4.2 Detailed service update.

The table below shows in more detail how the transitional resources are now being deployed and the impact the resource is having.

Service area	Original objectives	Progress to date
Waste and Trade Waste	Support whilst new processes are implemented. Embed case management skill set around dealing with operational services. Support to ensure the trade waste service retains and develops customer base.	<ul style="list-style-type: none"> A working group across CS, CF and Customer Services has improved service delivery Backlogs have been reduced significantly. Numbers of incoming service delivery failures have reduced by 50%.
Planning	Improve responsiveness to	<ul style="list-style-type: none"> W2 processes have been introduced and work continues to streamline the process and shift to Case Management. This will include the

	<p>customer telephone queries. Reduce backlog. Implement Peer Review recommendations. Support whilst new processes are implemented. Reduce validation times.</p>	<p>movement of validation to L7 case managers to free up specialists.</p> <ul style="list-style-type: none"> • Determination times still holding although we did see a slip in validation times over the summer due to high volumes of applications/staff leave. <p>** See also paragraph 4.3</p>
Car Parking	<p>Reduce backlogs and reduce the risk of income reducing. Provide support whilst new technology is purchased and implemented.</p>	<ul style="list-style-type: none"> • No longer a backlog in this area of work. • Parking permits were over 200 now down to 30. • Parking appeals almost 500, now down to 18. • New applications and enquiries can expect to be turned around within 5 working days. • Work ongoing to introduce digital permits in Spring 2017.
Environmental Health and Licensing	<p>Support for licensing and high risk inspections whilst new processes are implemented. Reduce the risk of income reducing. Support additional DFG workloads.</p>	<ul style="list-style-type: none"> • Significant improvements in DFG's. • The timescale between Application received and Application made) – from August to September the overall average went from 105 days to 56 days. • Improved Approval to Completion time down from 72 days to 59 days. • The biggest improvement is the number of outstanding actions – previously we were 30 days behind on our outstanding actions, all cases are now up to date.
Council Tax and Housing Benefits	<p>Support to reduce backlogs. Training and support to contact centre Additional capacity whilst channel shift technologies go live.</p>	<ul style="list-style-type: none"> • The additional FTE in this area has enabled us to reduce backlogs and improve performance. • Council Tax: all general change of circumstances dealt with within 2 weeks. • Online direct debit mandate now working.

	Protect income and proactive enforcement.	<ul style="list-style-type: none"> • Benefits: 50% of new claims are now submitted online • New claims processing times have reduced significantly - 18 days in September compared to 42 days in June.
Housing Advice	Support to protect vulnerable customers whilst new processes are introduced.	<ul style="list-style-type: none"> • Transitional resources have allowed us to maintain vital services, although as yet this area has not been a focus for process change.
Support Services	Consolidation and streamlining of all invoice processing to reduce burden on Customer First, Commercial Services and Strategy & Commissioning case management.	<ul style="list-style-type: none"> • Invoice processing has now been centralised and rolled out across the organisation. This is freeing up Customer First case managers to focus on customer activities. • There will be a dip in performance as the team are addressing invoice processing backlogs that have built up across the organisation.
Assets	Support to aid transfer of work from specialist to case management.	<ul style="list-style-type: none"> • The asset register has been brought up to date resulting in immediate time savings for specialists.
Strategic Planning & Place	Support to aid transfer of work from specialist to case management Additional support for local and neighbourhood plans, TAP and community grants.	<ul style="list-style-type: none"> • Control over backlogs in other areas has allowed focus on TAP and community grants. • Queries, claims and applications are now being actioned within agreed timescales. • All TAP documents re-written and made available on the website.

4.3 Planning – concerns remain over the performance of the development management service. A 10% increase in application numbers is putting a huge pressure on staff who have exceptionally high caseloads. Whilst determination performance is still above target, customer complaints volumes are still unacceptably high. The transition improvement team

are now primarily focussed on the planning service and additional performance measures are now reported to the Planning and Licensing Committee on a monthly basis.

4.4 The recruitment of a number of apprentices has proved challenging and only 1 of the 4 roles identified for the contact centre has been filled. A new round of recruitment is underway. The apprentice roles will build capacity, provide additional resilience as transitional resources end, provide future capacity to backfill against natural wastage and ensure we meet our commitments to the national apprentice programme.

4.5 Additional technical fixed term resource has been recruited to review and redesign the council's website (look, feel and content) to improve the customer access and journey. This is on target.

5 Financial Implications

5.1 Transitional resources are within the additional approved budget and remain on target as stated in paragraph 3.3. There are no new financial implications.

6 Risks

6.1 That service improvements are not sustainable when transition resources are removed. The transition improvement team are prioritising service improvement work accordingly so that incremental improvements mean that transition resources can be redeployed as backlogs are reduced.

7 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	None
Financial	Y	See Section 6.
Risk	Y	See Section 7.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None

Health, Safety and Wellbeing	N	The report recognises staff welfare concerns and the proposals will support permanent staff.
Other implications	N	None

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	N/A

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

Date: **8 November 2016**

Title: **Progress Report for Contact Centre**

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

Wards Affected: **All**

Relevant Scrutiny Committee:

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

Author: **Anita Ley** Role: **Contact Centre Manager**

Contact: anita.ley@swdevon.gov.uk, **01803 861520**

RECOMMENDATION

That the Committee:

- 1. Continue to support the work being undertaken to improve Customer Services and monitor performance through regular updates; and**
- 2. Note and endorse the updated Action Plan.**

1. Executive summary

- 1.1 At the last meeting on 8th March 2016, the Hub received its latest regular update on the Contact Centre. This report gives a current update of the situation.
- 1.2 Since the last meeting the new phone system and the action plan has been updated to reflect the changes that have been made.
- 1.3 All transition resource posts have been filled within the contact centre.
- 1.4 The report (appendix 2) highlights the continual improving performance within the Contact Centre since the last meeting.

2. Background

- 2.1 Changes to staffing from the T18 programme, started in June 2015. Staff reductions, along with process and IT system changes resulted in delays in service delivery and therefore increased call volumes.
- 2.2 Call volumes are currently at the highest level for a number of years and as a result call waiting times for some lines are unacceptably long.
- 2.3 Additional resources were approved in July 2016 to stabilise service delivery whilst new processes and IT systems bed down. Resources were allocated to Case Management and the Contact Centre to reduce delays, improve service and improve call answering times.

3. Current position

- 3.1 The Contact Centre is now fully staffed and transition resources are now recruited. The team is no longer reliant on agency staff.
- 3.2 Only 1 apprentice of the 4 posts has been recruited, however a further recruitment drive is underway and we anticipate that these remaining roles will be filled within the next 4 weeks. The apprentices will obtain a NVQ in Customer Services and will be trained in all areas of Customer Services and the Contact Centre. The apprenticeship will last a year and could involve attending College for 1 day a week for 13 weeks. They will also gain experience in other areas of the Council and will be able to apply for a permanent role in Council if an opportunity arises.
- 3.3 A training programme have been devised for new recruits and is now underway covering areas of highest call volumes e.g. Council Tax and Benefits.
- 3.4 Implementing the new telephone system has been hampered by a complex fault between the BT lines and the aged existing contact centre IT infrastructure. The current position is that all calls are now being presented to the new system, however West Devon calls still use a portion of the old infrastructure. This will be resolved and calls migrated to the new infrastructure by the middle of November. The Contact Centre staff have been positive about the new system.
- 3.5 Transition resources within case management have resulted in reduced backlogs and this has lowered call volumes.
- 3.6 The review of W2 processes to ensure the process is streamlined so the relevant information is provided to improve the customer experience is ongoing over the coming months. E.g. Waste, we have worked with Commercial Services to ensure the process is stream-lined and we only ask questions which are relevant the Customer's request.

4. Call volumes and performance

- 4.1 Call volumes peaked in July of this year to 29,694 but in September they have reduced to a more manageable level of 24,274. As Case Management reduce their backlogs we hope to see a reduction in failure demand calls.
- 4.2 Footfall continues to decrease over all sites.
- 4.3 Performance has steadily improved since April and in September we answered 77% of the calls received into the Contact Centre. Up to the 15th September (before the issues with the South Hams phones lines) we achieved 81% answer rate. At present due to the issue with direct dial extensions, all calls are coming through to the Contact Centre switchboard which is increasing our volume of calls.
- 4.4 A steady improvement can be seen in the calls answered within 20 seconds from 30% in April to 44% in September. Up to the 15th September (before the issues with the South Hams phone lines) we achieved 52% in September.
- 4.5 All calls are now being taken through the new phone system. This means the customer will be informed of their position in the queue so they can make an informed decision on whether to continue to hold. The greeting messages have been changed to inform the customer that they are in a queue and to provide relevant information and promote the website. At present we are promoting the on-line Housing Benefit new claim and change of circumstances form and also the on-line direct debit mandate for Council Tax. We are testing a call back service for some of our services where customers are experiencing long wait times e.g. Council Tax, Benefits and Waste. This would allow the customer the option to remain on the phone or leave a message for a call back after a certain amount of time to be determined.
- 4.6 Now all calls are coming through the new phone system we will be reviewing the performance reports to provide comprehensive information to show how the Contact Centre is performing.

5. Proposed Way Forward

- 5.1 Review the updated action plan that was agreed on the 8th March 2016.
- 5.2 Appoint the remaining 3 apprentices to provide additional resilience as transitional resources end.
- 5.3 Provide more meaningful performance reports to show a breakdown of performance for each service area.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		none
Financial		none
Risk		There are risks associated with the performance of the contact centre. In recognising these risks, the service will continue to be closely monitored with focus on ensuring the services improves.
Comprehensive Impact Assessment Implications		
Equality and Diversity		There is a need to ensure we continue to meet our statutory duties.
Safeguarding		None
Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		None
Other implications		None

Supporting Information

Appendices:

Appendix 1 – Updated Action Plan

Appendix 2 – Latest contact centre report for period up to end of September 2016

CONTACT CENTRE ACTION PLAN

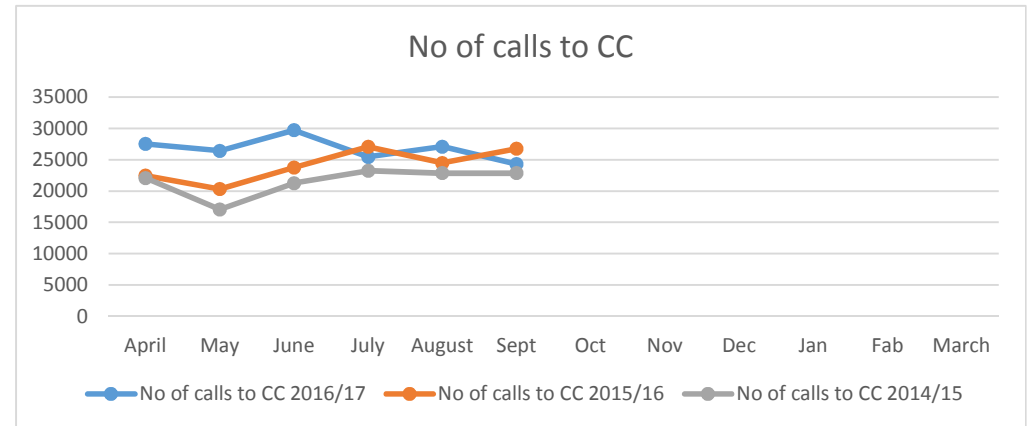
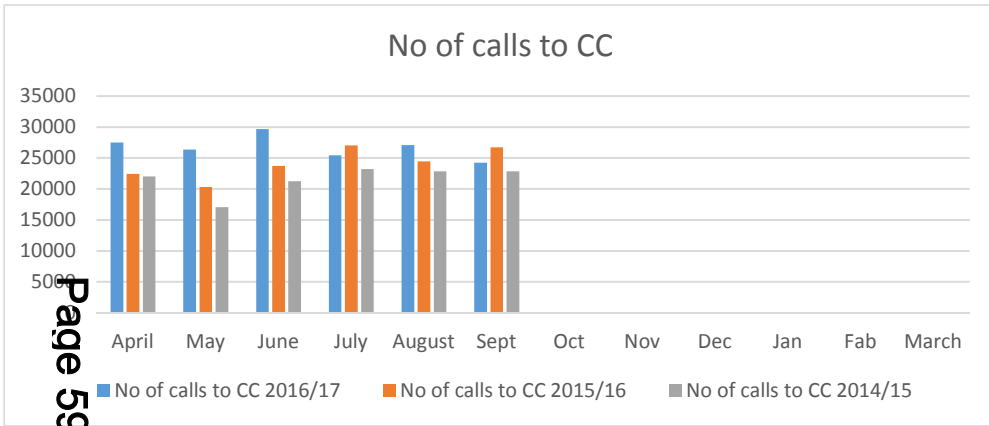
Area	Action	Who	When	Comments
Contact Centre(CC)	Amend the greeting messages to provide information regarding the portal and website services	Anita L/ Team leaders	Ongoing	<p>This in in the process of being completed but as more processes are available online ensure messages are regularly refreshed and channel shift customers away from phone lines.</p> <p>This review is ongoing. On the new system we have taken the customers comments on board. At present we are promoting the on-line new claim and change of circumstances form for Benefits and the on-line direct debit form for Council Tax. Messages will be amended as new services are brought on line.</p> <p>We now advise customers of their position in the queue, which according to a recent national public survey is the most helpful message to people waiting in a queue.</p>
Council Tax(CT)	Outsource Council Tax backlog. Engage Meritec.	Kate H	Start w/c Jan 4th	<p>Backlog under control before annual Council tax billing. Reduction of backlog will reduce calls chasing action on correspondence and improve accuracy of recovery action.</p> <p>This action is now complete and general council tax work is being processed within a two week period.</p>
Case Management(CM)	Mitigate peaks in call volumes by managing outbound mail better and where possible avoiding large batches of letters	Kate H	Jan 2016	<p>Work is being undertaken to move Council Tax outbound mail to Synertec. As well as saving on cost this will allow us to send batch mailings (reminders) on a daily basis.</p> <p>Large volume items such as daily bills, reminders, summons have been moved to Synertec however further work is required to streamline internal system procedure before we can move to sending daily reminders. Northgate are carrying out a health check of our systems in Nov 16</p>

Case Management (CM)/Commercial Services(CS)	Failure demand analysis.	Kate H, Drew P, Jane Savage	Jan 2016	<p>Targeting calls which are a result of failure demand. Reduced backlogs should reduce calls into the call centre. External companies being used for CT & Planning to reduce the backlog. Commercial Services are reviewing the blue sacks for South Hams to either go to a re-useable bag or annual deliveries to reduce the calls coming into the Contact Centre.</p> <p>Review of how we capture failure demand coming into the contact centre complete.</p>
Contact Centre(CC)	Work with CM and Commercial Services to produce an annual timetable to ensure we can prepare in advance for when extra resources are required.	Anita L/Kate H/Neil G	Jan 2016	<p>Additional resources may be 'borrowed' from other areas e.g. Case Management or Localities, alternatively temporary staff could be used. Leave requests can also be managed as much as practicable.</p> <p>At the moment pressure on Case Management has not allowed for movement of staff to support contact centre.</p>
Page 56 Communications	Work with Communications to ensure that we are keeping customers updated on issues, call peaks etc. via social media and the website	Anita L / Lesley C	Jan 2016	<p>Call volumes can be reduced just by keeping customers better informed of current issues.</p> <p>Social Media and the website is being used to keep customers updated.</p>
Contact Centre(CC)	Review the work the CC do, should it sit in CC	Anita, Louisa, Lucy & Mark	Jan 2016	<p>Looking to allocate Switchboard to 1 dedicated person to see if this helps the CT pilots, reviewing outbound calls and where they should sit, deciding where the cut-off point is the CC or CM.</p> <p>Switchboard now has a dedicated person and this is working effectively.</p> <p>We are looking at automating this facility to free up the team member to deal with more complex calls.</p> <p>Review is ongoing as to where in the process the Contact Centre team member should cease and Case Management to take on the case.</p>
W2	EH and remaining waste processes to go-live	Transition team	February 2016	<p>This will reduce demand as once a process is in W2 then customer will receive regular updates by text or email. Aware that some processes will shift work either from Contact Centre to CM or vice versa so this will need to be managed carefully. Legacy waste systems removed from contact centre.</p>

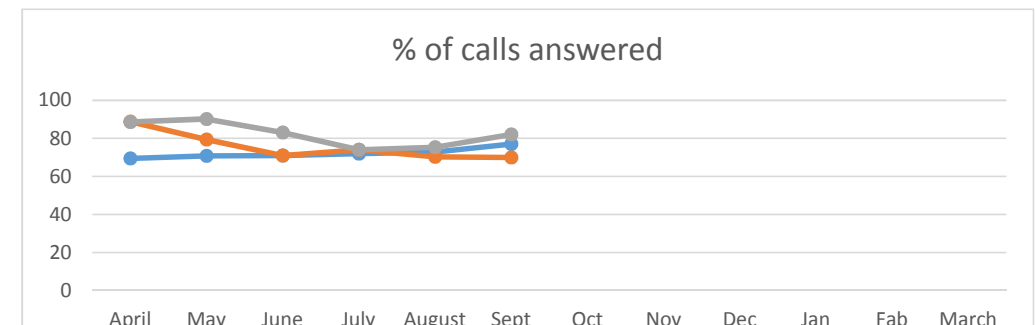
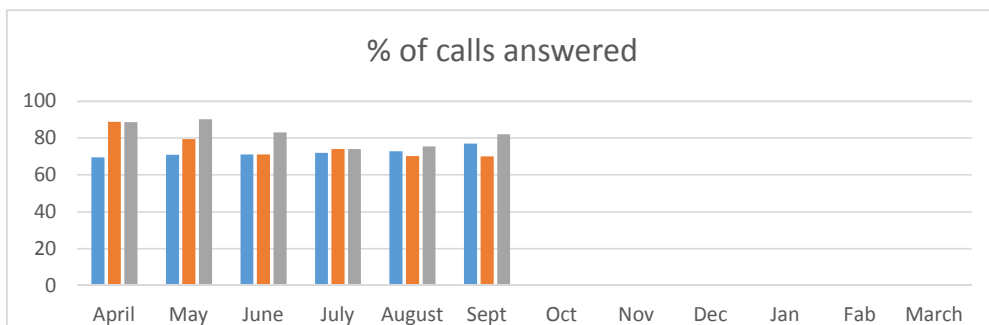
				<p>Waste processes all in W2. High volume processes have been amended to reduce information gathering and hence call time. Failure demand and update emails to customers designed to encourage web reporting of issues to remove contact centre demand.</p> <p>Web reporting of Environmental Protection and Street-scene issues also live on web.</p> <p>An audit of W2 use in each area will take place over the next few weeks and changes to processes to reduce contact centre demand will be a key aim.</p>
W2	Council Tax Portal to go-live	Transition team	March 2016	<p>Go-live of integrated processes in the portal will reduce incoming calls and post. Online Direct Debit a priority for CT.</p> <p>New registration and authentication process is in final stages of testing and updating to ensure it delivers a smooth customer experience.</p>
Case Management(CM)	Training in areas where there is a lack of expertise at present.	Kate	Feb 2016-ongoing	<p>Continued cross training of case managers to provide resilience. Ensure all areas are covered and all processes completed within their time-frame.</p> <p>Performance in CM has improved, notably in areas that generate high call volumes. Backlogs in Council Tax and Waste reduced and channel shift in Benefits has been identified.</p>
Contact Centre(CC)	Staff training	Anita L	March 2016	<p>Ensure all permanent members of staff are trained to take Council Tax and Non Domestic Rates calls. Ensure face to face staff at Kilworthy are able to provide support to Contact Centre during busy periods eg starting to provide support for Council Tax and Waste. Possible switchboard cover in the future.</p> <p>All permanent staff are trained to take on Council Tax, training has started for Non-domestic Waste training. Face to face staff at Kilworthy have been supporting the Contact Centre where possible.</p>
Contact Centre(CC)	New telephony	Anita L/Shane Carpenter	July 2016	<p>This will give us more control over the reporting without the need to contact an outside firm or IT. Will enable the Contact Centre to interact with Lync allowing seamless transferring of calls to CM, speeding up call transfer.</p>

				<p>Added functionality will increase flexibility and fit better with new way of working. Will allow us to advise customers of their place in the queue.</p> <p>New phone system is now live for all calls in the Contact Centre.</p>
Contact Centre(CC)	Review the telephone statistics that are used to measure performance	Anita L	Sep 2016	<p>Ensure they are still relevant and reflect what is important to the customer. At the moment unable to change the parameters and amend reports, with new telephony should be able to tailor the stats to the new way of working.</p> <p>Now the new phone system is in place we are reviewing the performance information we provide.</p>

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
No of calls to CC 2016/17	27501	26390	29694	25420	27072	24274						
No of calls to CC 2015/16	22436	20309	23744	27049	24461	26723						
No of calls to CC 2014/15	22050	17060	21250	23239	22841	22863						



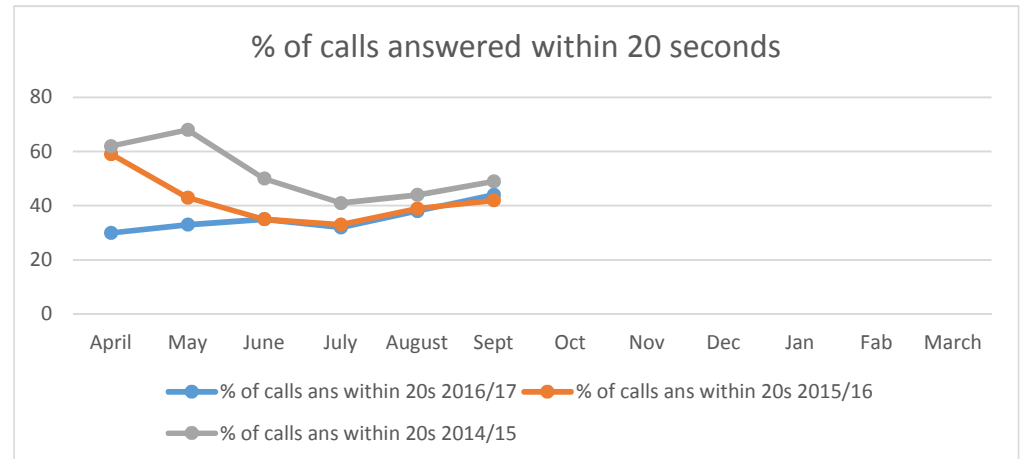
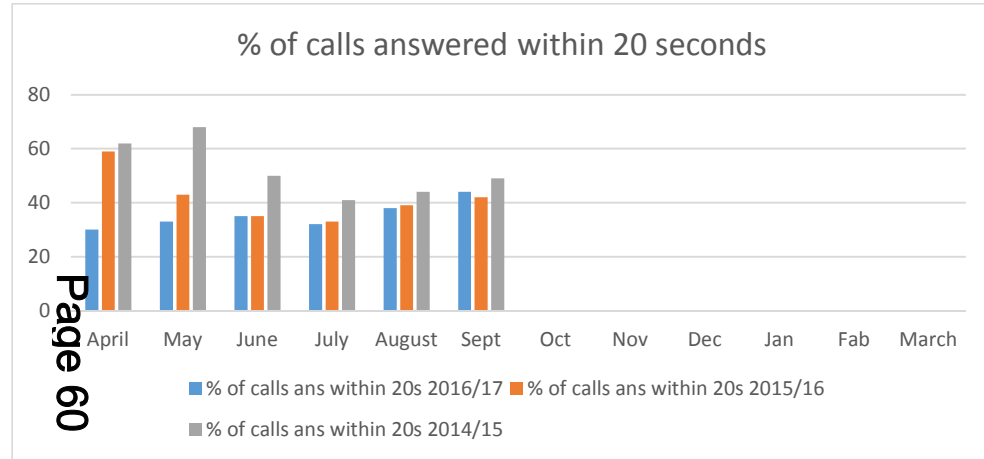
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Calls answered 2014/15	88.6	90.2	83	74	75.3	82						



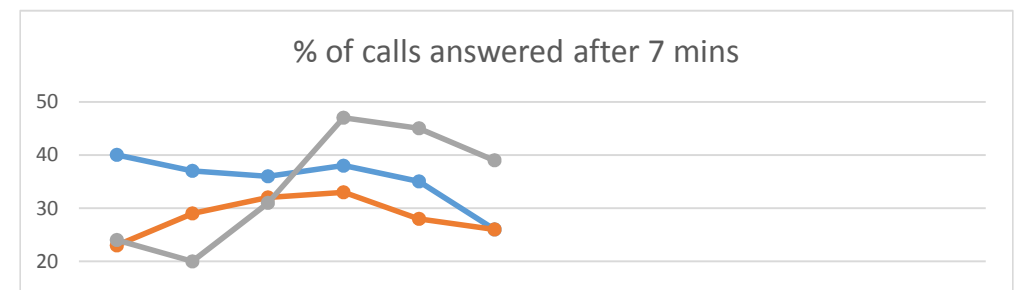
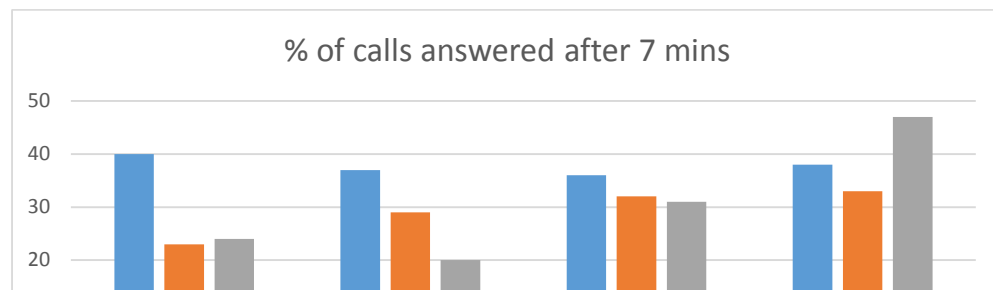
■ Calls answered 2016/17 ■ Calls answered 2015/16 ■ Calls answered 2014/15

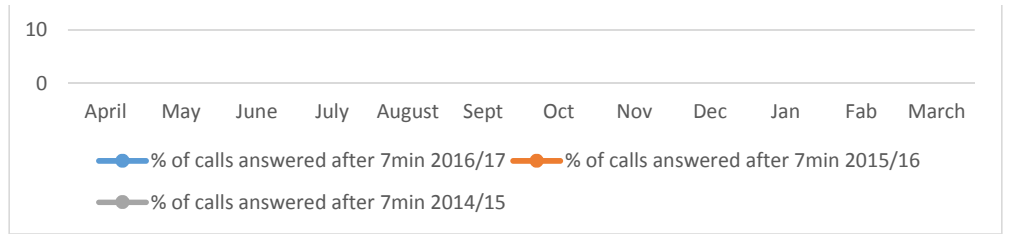
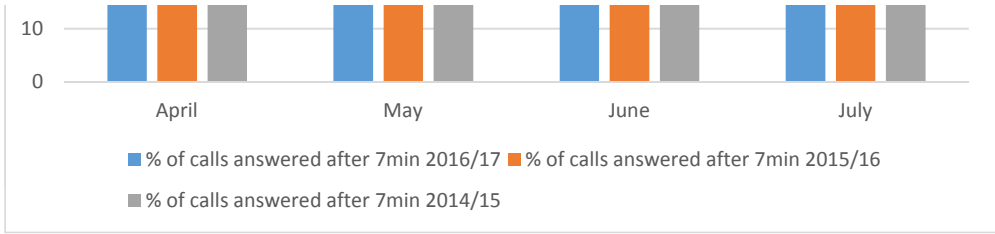
● Calls answered 2016/17 ● Calls answered 2015/16 ● Calls answered 2014/15

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
% of calls ans within 20s 2016/17		30	33	35	32	38	44					
% of calls ans within 20s 2015/16		59	43	35	33	39	42					
% of calls ans within 20s 2014/15		62	68	50	41	44	49					



	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
% of calls answered after 7min 2016/17		40	37	36	38	35	26					
% of calls answered after 7min 2015/16		23	29	32	33	28	26					
% of calls answered after 7min 2014/15		24	20	31	47	45	39					





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

Date: **8 November 2016**

Title: **Ombudsman Annual Review Letter 2016**

Portfolio Area: **Portfolio Area: Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee:

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

Date next steps can be taken: **Hub Committee: 29 November 2016**

Author: **Catherine Bowen** Role: **Legal CoP Lead Specialist and Monitoring Officer**

Contact: Email: Catherine.Bowen@swdevon.gov.uk

RECOMMENDATION

- 1. To review the Ombudsman Annual Letter for 2016 (attached at Appendix A) and consider what corporate lessons may be learnt and whether further service improvements are required; and**
- 2. To make any necessary recommendations to the Hub Committee.**

1. Executive summary

- 1.1. To consider the Local Government Ombudsman's Annual Review Letter 2016 regarding Ombudsman complaints received against the Council for the period 1 April 2015 to 31 March 2016 (attached as Appendix A to this report).
- 1.2. Members are requested to review the Annual Letter 2016 from the Ombudsman and consider what corporate lessons have been learnt (or can be learnt) from the outcome of the complaints and whether further service improvements can be made.

2. Background

- 2.1. The Local Government Ombudsman's corporate strategy is based on the twin pillars of remedying injustice and improving local public services, and as part of this role the Ombudsman investigates complaints made by members of the public about public authorities. This currently excludes parish and town councils. A consultation

was undertaken by the Government in March 2015 on proposals to extend the Local Government Ombudsman's services to larger parish and town councils, but the response and outcomes from the consultation have yet to be published.

- 2.2. The Ombudsman will investigate a complaint if it relates to maladministration or injustice by the Council. The Ombudsman is not able to investigate all of the complaints referred to her, as some will fall outside of her remit, and the Ombudsman can only consider complaints that have first been considered through the Council's own internal complaints procedure; this is because the Council must have had the opportunity to consider, and respond to, the complaint first.
- 2.3. A complainant cannot appeal against the Ombudsman's decision, but complaints may be reviewed if new information is presented to the Ombudsman.

3. The Annual Letter 2016, Complaints and Decisions

- 3.1. The Ombudsman's Annual Review Letter 2016 is attached at Appendix A and comprises a written report and a table of complaints and enquiries received between 1 April 2015 and 31 March 2016.
- 3.2. The Ombudsman's office changed its business processes during 2012 with the Annual Review Letter presenting only high level statistical information on the number of complaints received against the Council. However, the Ombudsman has recognised that presenting the total number of complaints may not, by itself, give a clear picture of how well these complaints have been responded to and in response, therefore, to feedback from Local Authorities the Ombudsman now includes data on the number of complaints upheld / not upheld, as well as highlighting the outcomes of those complaints rather than just the numbers received. In making recommendations where the Ombudsman has found fault, the purpose is to remedy injustice caused to individuals and also to prevent injustice to others by improving practice.
- 3.3. Members will note a box at the bottom of the Ombudsman's table (Appendix A) which highlights the number and percentage of complaints that were remedied satisfactorily following recommendations by the Ombudsman and those satisfactorily remedied by the Council before the Ombudsman's involvement (this figure is 100% for West Devon).
- 3.4. A recent review of Local Government complaints for 2015/16 by the Ombudsman shows that, nationally, the Ombudsman is upholding more complaints (a rise from 46% to 51% on approximately the same number of complaints as the previous year). A summary of the report and the report itself can be accessed at the following link: <http://www.lgo.org.uk/information-centre/news/2016/jul/ombudsman-upholding-more-complaints-about-local-government>. The report also includes national tables of Ombudsman complaints by category and by outcome (including the compliance rate with the Ombudsman's recommendations). Nationally the Ombudsman is most likely to find fault in complaints about benefits, tax and housing; at West Devon this was predominately planning related issues.

- 3.5. The Ombudsman provides a breakdown of the investigations that she has upheld to show the number of cases where the Ombudsman's recommendations remedied the fault, and also where the Council had already offered a satisfactory remedy during the local complaints part of the process. In these latter cases, the Ombudsman provides reassurance that the Council had satisfactorily attempted to resolve the complaint through its internal complaints process.
- 3.6. Where the Ombudsman finds that the Council has acted with fault, and that fault has caused injustice to the complainant she will make recommendations to the Council to put things right and this can include; asking the Council to make an apology (if it has not already done so), reinstating a service, making a decision on something under the right grounds, or providing information. If injustice cannot be remedied through remedial action, the Ombudsman may recommend a financial payment.
- 3.7. The West Devon Review Letter shows that in 2015/16 the Ombudsman received 8 complaints and enquiries compared to 12 for the year 2014/15 and 16 complaints for 2013/14. The Ombudsman made 7 decisions in 2015/16 compared to 13 in 2014/15 and 11 in the year 2013/14, The Council is unlikely to be in a position where no complaints are referred the Ombudsman because some complainants will remain unsatisfied with the outcomes of the Council's investigations where there is no finding in their favour. However, there is a significant reduction in the number of Ombudsman complaints over the past two years.
- 3.8. A more detailed summary of the complaints and Ombudsman's decisions for 2015/16 is attached as Appendix B, and Members will note that the Ombudsman has only upheld four of those complaints (three were a linked matter). The final column shows what actions or measures the Council has taken or put in place as a result of the complaint in order to improve services or processes.
- 3.9. Members will note that the figures in the Ombudsman table do not strictly correspond with the figures in the Council's records at Appendix B, and this is due to several factors; for example, the Ombudsman's figures include enquiries from people that they signpost back to the Council but who may not necessarily make a complaint, and not every decision will relate to a complaint made in that financial year (it may have been received in the previous financial year but a decision made this year; conversely a complaint may have been received before 31 March 2016 and the decision not made until the next financial year).

4. Proposed Way Forward

- 4.1. Members will note that the overall number of complaints made and the number of upheld complaints have reduced significantly during 2015/16 and it is considered that this is a direct result of the new corporate complaints policy introduced in 2015 which sets out a clear and consistent two-stage process across the Councils for considering complaints.
- 4.2. A further factor in the reduction in the number of complaints referred to the Ombudsman can be attributed to the complaints-handling training undertaken by

officers across the Authority during the last financial year, which has resulted in a more proactive approach by officers with the aim of remedying any faults found in line with the Ombudsman's guidelines.

- 4.3. It is recommended that the Council continues to embed the corporate complaints policy across the Council and endeavour to resolve complaints at a local level.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>The Local Government Ombudsman is governed by the Local Government Act 1974 and is responsible for considering complaints against local authorities which the complainant considers have not been resolved locally.</p> <p>The Overview & Scrutiny Panel is responsible for having an overview of complaints handling and for an overview of Ombudsman complaints, and the Ombudsman Annual Review Letter is an important part of that process.</p> <p>The decisions in respect of each case are provided to the relevant service in order that any recommendations made by the Ombudsman are acted upon and lessons learnt can be implemented.</p>
Financial		<p>Where is it necessary to settle a complaint by the payment of compensation (or the Council has already offered a settlement) payment is made out of the current year's revenue budget for the service in question. In 2015/16 this amounted to £32, 000 in relation to a long running complaint over several years which was brought to conclusion with the assistance of the Ombudsman. This matter has previously been the subject of scrutiny by this Committee.</p> <p>There are resource implications in the officer time spent in dealing with the complaint in both the initial stages under the Council's internal complaints policy as well as the resources required in responding to the Ombudsman complaint, but it is not currently possible to quantify this time.</p>
Risk		<p>It is important that the Council is aware of the number and type of complaints made to the Ombudsman together with the outcomes and lessons learnt.</p> <p>Whilst it is not possible to eliminate complaints, it is possible to manage the complaints efficiently and learn from the outcomes of these complaints to mitigate the risk</p>

		of recurrence and deliver service improvements.
Comprehensive Impact Assessment Implications		
Equality and Diversity		This has been considered in the Complaints policy and within the individual complaint's where relevant
Safeguarding		N/a
Community Safety, Crime and Disorder		N/a
Health, Safety and Wellbeing		N/a
Other implications		

Supporting Information

Appendices:

Appendix A: The Local Government Ombudsman's Annual Review Letter 2016
Appendix B: Table of West Devon Borough Council Complaints for 2015 – 2016

Background Papers

None

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21 July 2016

By email

Sophie Hosking & Steve Jorden
Executive Directors
West Devon Borough Council

Dear Sophie Hosking & Steve Jorden,

Annual Review Letter 2016

I write to you with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2016.

The enclosed tables present the number of complaints and enquiries received and the decisions we made about your authority during the period. I hope that this information will prove helpful in assessing your authority's performance in handling complaints.

Last year we provided information on the number of complaints upheld and not upheld for the first time. In response to council feedback, this year we are providing additional information to focus the statistics more on the outcome from complaints rather than just the amounts received.

We provide a breakdown of the upheld investigations to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us. In addition, we provide a compliance rate for implementing our recommendations to remedy a fault.

I want to emphasise that these statistics comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

Effective accountability for devolved authorities

Local government is going through perhaps some of the biggest changes since the LGO was set up more than 40 years ago. The creation of combined authorities and an increase in the number of elected mayors will hugely affect the way local services are held to account. We have already started working with the early combined authorities to help develop principles for effective and accessible complaints systems.

We have also reviewed how we structure our casework teams to provide insight across the emerging combined authority structures. Responding to council feedback, this included reconfirming the Assistant Ombudsman responsible for relationship management with each authority, which we recently communicated to Link Officers through distribution of our manual for working with the LGO.

Supporting local scrutiny

Our corporate strategy is based upon the twin pillars of remedying injustice and improving local public services. The numbers in our annual report demonstrate that we continue to improve the quality of our service in achieving swift redress.

To measure our progress against the objective to improve local services, in March we issued a survey to all councils. I was encouraged to find that 98% of respondents believed that our investigations have had an impact on improving local public services. I am confident that the continued publication of our decisions (alongside an improved facility to browse for them on our website), focus reports on key themes and the data in these annual review letters is helping the sector to learn from its mistakes and support better services for citizens.

The survey also demonstrated a significant proportion of councils are sharing the information we provide with elected members and scrutiny committees. I welcome this approach, and want to take this opportunity to encourage others to do so.

Complaint handling training

We recently refreshed our Effective Complaint Handling courses for local authorities and introduced a new course for independent care providers. We trained over 700 people last year and feedback shows a 96% increase in the number of participants who felt confident in dealing with complaints following the course. To find out more, visit www.lgo.org.uk/training.

Ombudsman reform

You will no doubt be aware that the government has announced the intention to produce draft legislation for the creation of a single ombudsman for public services in England. This is something we support, as it will provide the public with a clearer route to redress in an increasingly complex environment of public service delivery.

We will continue to support government in the realisation of the public service ombudsman, and are advising on the importance of maintaining our 40 years plus experience of working with local government and our understanding its unique accountability structures.

This will also be the last time I write with your annual review. My seven-year term of office as Local Government Ombudsman comes to an end in January 2017. The LGO has gone through extensive change since I took up post in 2010, becoming a much leaner and more focused organisation, and I am confident that it is well prepared for the challenges ahead.

Yours sincerely



Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	1	0	0	1	0	1	3	0	6

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	0	3	0	0	4	100%	7

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.

The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

The compliance rate is the proportion of remedied complaints where our recommendations are believed to have been implemented.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement	Compliance Rate
4	0	100%

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West Devon BC
Decisions made in period (Apr 2015 - Mar 2016)

Ref	Category	Brief Description	Decision date	Decision	Decision Details	Learning Outcomes
1 14 018 287 14 018 286 13 021 291	Planning, enforcement, engineering	Proposed drainage scheme not adequate for major development and insufficient done to ensure adequate on-going maintenance of drainage system by developers	29 April 2015 30 April 2015 2 June 2015	Council at fault.	<p>The Ombudsman's findings were that the Council was at fault because:</p> <ul style="list-style-type: none"> • The Planning approval failed to ensure developers had to implement approved drainage scheme and the Council did not consult with EA. • Development not properly authorised • Failure to consider the effect of moving complainant's house at the planning approval stage leaving insufficient space for necessary SUD in front and failure to record reason for the decision. • Misleading Members about having discharged the drainage condition. • Council failed to give timely information to potential mortgage lenders. • Complainant unable to use his garage for 6 years because of wrongful information from the Council. <p>The Council accepted that it was at fault and accepted the Ombudsman's recommendations in this matter, which were:</p> <ul style="list-style-type: none"> • Cases 14 018 287 and 14 018 286: <ul style="list-style-type: none"> o Apology to both parties 	<p>Council worked hard in last 6 months to find resolution. Both developers have now signed maintenance contracts for the improved drainage systems now in place. Review of complaints process has helped to alleviate defensive culture re complaints.</p> <p>The Council says it is confident that since these decisions were taken its practices have improved and the same mistakes are unlikely to occur now. It has nonetheless agreed to share and discuss with officers and senior management the errors identified here so procedures may be reviewed and it can continue to improve.</p>
2 14 020 303	Planning	Incorrect pre-app planning advice led to customer making a prior notification app which was not appropriate	29/09/15	Fault	<p>Council gave incorrect pre-application planning advice which led to an inappropriate prior notification application being made. Closed early because Council acknowledged fault and suggested remedy at earliest stage. Council's remedy was: to apologise; refund pre-app fee of £80; ex-gratia payment of £100 in recognition of poor service</p>	<p>Changes made to DM has resulted in less locum planners used. Also has tidied up procedures and CoP lead for DM has greater overview of specialists</p>
3 15 009 981	Planning	Delay in processing planning application	30/09/15	Not investigating	<p>Complainant has recourse to approach Planning Inspector. We have no record that this happened.</p>	<p>Improvements in set up with DM has impacted on delays, and hope to increase impact soon. Trying to maintain consistency of specialist to applications.</p>

Members of O&S have previously considered this matter

West Devon BC
 Decisions made in period (Apr 2015 - Mar 2016)

4	15 011 192	Enforcement	Planning breach reported - tanning business opened up in central area when he hadn't thought he'd be allowed to. Council took no action	01/04/16	Not investigating	<p>Unlikely to find Council at fault.</p> <p>Complainant's advice not to apply for same site in town was from his agent, therefore not fault of Council.</p> <p>Following complaint re tanning shop in town, Council accepted there was a planning breach however, after investigation, decided enforcement action not expedient.</p>	n/a
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Report to: **Overview & Scrutiny (Internal) Committee**

Date: **8 November 2016**

Title: **Q2 Performance Measures**

Portfolio Area: **N/A**

Wards Affected: **All**

Relevant Scrutiny Committee:

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

Date next steps can be taken:
(e.g. referral on of recommendation or implementation of substantive decision)

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

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

RECOMMENDATIONS

- 1. 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. Members review the new online dashboards: these include ones for O&S, Planning, and the CST, and feedback on any changes or requests for additional information.**

1. Executive summary

Performance measures for Quarter 2 have generally improved slightly compared with the previous quarter. Q2 performance was below target for average call answer time. More detail about this measure can be found in the exception report, Appendix B.

Waste figures are delayed due to information not supplied by DCC. There is usually at least 6 week delay in receiving recycling information. The most up to date monthly figures (currently August) are available on the online dashboards.

The new dashboards have been developed in conjunction with Cllr Edmonds to display information in an easy to understand, graphical way. These are available online from any web-enabled device and can be used to monitor performance in between the O&S reporting cycle. There is a regular update of the previous month's figures that occurs by the 3rd Wednesday of the month, for SLT to keep on top of performance issues. A new online solution for benefits claims has been implemented and the improvement in performance back above target levels has continued during the quarter. The solution has continued to be developed with change of circumstances also now being completed online.

2. Background

The Balanced Scorecard has suffered from scope creep over the years where some measures are reported to Committee for interest rather than to fulfil a scrutinising role and generates questions rather than helps to provide answers. The new web-based performance dashboards provide monthly information up-to-date information to provide context against the report that comes to Committee and access to a much larger range of data to access if desired.

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

Dashboards are now built and will be iteratively improved based on feedback.

The new online benefits software, is now transforming the way new benefit claims are dealt with, with change of circumstances live too. Final automatic integration with W2 should be completed by the end of October.

4. Options available and consideration of risk

O&S reporting could be dealt with completely through dashboards or in conjunction with reports with the report element focusing on other areas such as management comments rather than data.

Dashboards can be tailored by type, interest or area. We have created a customer contact centre dashboard, a planning and planning enforcement dashboard, and a replica of the information that forms part of this report.

Other dashboards can be created to explore other areas of concern/interest.

5. Proposed Way Forward

- 1) The Balanced Scorecard and background report as shown in the Appendices are approved.
- 2) Members view dashboards online and consider what other information they would want to be shown through the dashboards.
- 3) Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role. Further training sessions will be organised and communicated through the Member Bulletin.
- 4) Members consider whether these reports continue to be presented in a paper format or just viewed through the portal. The report style could change to just display comments from the manager on performance and viewing the data online.

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	
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	
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
- Appendix C – Corporate Balanced Scorecard Targets

Background Papers:

None

Corporate Balanced Scorecard

Community/Customer

Q1	Q2	
	-	Overall waste recycling rate % <i>(Awaiting data from DCC)</i>
	-	Residual waste per household <i>(Awaiting data from DCC)</i>
		CST: Average Call Answer Time
		CST: % of enquiries resolved at first point of contact

Processes

Q1	Q2	% of planning applications determined within time frame
		Major(Statutory)
		Minor
		Other

T18 Programme

Q1	Q2	
		T18: Programme timescales on track
		T18: Performance vs. Budget
		T18: No. of Processes live
		T18: Ratio call/web submissions

Performance

Q1	Q2	
		EH: % of nuisance complaints resolved at informal stage
		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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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.


Performance measure	Managed By	Q2 15/16	2015/16	Q2 2016/17			16/17	Comment (If Applicable)
			YTD or Total		Total	Avg Time (Days)	YTD	
Planning Enforcement	Pat Whymer	-	-	Enforcement cases closed: 18 Live enforcement cases: 57 Enforcement cases received: 36 Backlog closed: 64 Backlog remaining: 95			-	
All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	A more in depth breakdown of areas of complaints from April mean previous year figures are less useful. From next quarter we will show the previous quarter details.							This breakdown of area and average time to complete timings is only available for the completed complaints. 57 complaints were logged during the quarter. 5 were for FCC and 1 for DCC. 19 were service issues that were dealt with immediately and aren't formal complaints and 19 were formal complaints. The remaining 13 active processes will be a mix between service issues and formal complaints but weren't completed in the quarter. Note: Service Issues – Some issues are logged as complaints as the customer has a justified concern. Often these are simple issues resolved by talking with the customer so don't form part of our formal complaints process but still are captured for improvement and analysis purposes <u>Ombudsman Complaints</u> None received during the quarter
				Council Tax	5	15	8	
				Customer Services	6	19	9	
				Planning	4	30	8	
				Waste	1	6	3	
				Commercial Services	-	-	1	
				Parking	-	-	1	
				Benefits	-	-	1	
				EH	2	33	2	
				Housing	1	11	1	
	Total	19	24.3	34				
	Service Issues	19	8	55				

Performance measure	Managed By	Q2 15/16	2015/16	Q2 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
<p>All: Compliments received</p> <p>Compliments logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>						Compliments process has been built in W2 and went live at the end of the quarter. Information should be feeding through for Q3
<p>Long term sickness (days)</p> <p>Number of days lost due to long term sickness</p>	Andy Wilson	161	YTD 237	45.3	98	<p>Equivalent to 0.54 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE</p> <p><i>Avg of 1.96days/FTE per quarter for 2015/16</i></p>
<p>Short term sickness (days)</p> <p>Number of days lost due to short term sickness</p>	Andy Wilson	23.2	YTD 51.4	82.7	113.8	<p>Equivalent to 1 days/FTE for the quarter.</p> <p>This figure reflects the reduced number of employees on the Establishment following voluntary redundancies during 2015.</p> <p><i>Avg of 0.4days/FTE per quarter for 2015/16</i></p>
<p>CS: Top 5 call types</p>	Anita ley			<p>1) WD Planning - Current Application 2) WD Council Tax - paperless DD 3) WD Council Tax -Balance Enquiry 4)WD Planning - Duty Officer - book an appointment 5)WD Council Tax - make a payment over the phone</p>	-	<p>Last Qtr</p> <p>1) CST Elections - SH Electoral register query 2) SH Planning - Planning Officer, current application 3) CST Waste - Place order for recycling sacks 4) SH Benefits - Change of Circumstances 5) CST Waste - 1st Missed Waste</p>
<p>CS: Top 5 website views/trend</p>	Kate Hamp		-	<p>1. Planning 2. Contact Us 3. Recycling & Waste 4. Council Tax 5. Do It Online</p>	-	<p><i>Last qtr</i></p> <p>1. Planning Search 2. Planning 3. Contact Us</p>

Performance measure	Managed By	Q2 15/16	2015/16	Q2 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
						4. Recycling and Waste 5. Recycling Centres
CS: % of customer contact through online interaction Demonstrating channel shift	Kate Hamp		-	23.8%	Q1 17.8%	We are now receiving almost 25% of requests via the web with over 12,800 accounts being registered. An increasing number of W2 processes (fully integrated needing no additional admin) are now available online and the usage should start to increase as the service is advertised. A number of reporting processes that offer improved functionality for the customer to submit online rather than through the call centre have gone live, mostly circumventing case managers to route directly to operational staff to deal with.
CS: Total number of online transactions	Kate Hamp		-	Workflow360(W2): 5160 Goss Forms: 200	Via Workflow 360:8771 Goss forms: 485	Number of online interactions continues to increase as well as the percentage of all contact through online means
CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Anita Ley	65%	65%	58%	55%	As more Workflow360 processes go live this should improve as they have been designed to enable first point of contact resolution but the simpler processes being available online means the more complex processes remain with the customer service team. This means this measure will be harder to measure and not as relevant. The new contact centre system will allow for other statistics to be captured for Q3 onwards that will be communicated via this report
Nuisance complaints Received	Ian Luscombe		-	72	136	The nuisance process (covering noise, odours, smoke, etc) has now gone into Workflow360, this has moved the processes into the Customer Service Team and case management with specialist involvement only required later for more complex investigation.

Performance measure	Managed By	Q2 15/16	2015/16	Q2 2016/17	16/17	Comment (If Applicable)
			YTD or Total		YTD or total	
						<p>It is planned to run antisocial behaviour reporting through the same process in the future but this has been delayed due to staff sickness.</p> <p>As may be expected over the late summer period nuisance complaints received were: General issues: 7%, Noise: 15%, Odour:15%, Bonfire: 63%</p>
<p>EH: Average time taken for Disabled Facilities Grants (Fast track) (work days)</p> <p>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.</p>	Ian Luscombe		-	3 days	3	<p>This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days</p> <p>The average number of days is 3. This measure is improving and was down to 1 day for the last month</p>

Exception Report:

Performance measure	Managed by	Prev Status	Last Qtr	Jul 2016	Aug 2016	Sep 2016	Q2 2015/16		Action Response
			Q1	Value	Value	Value	Value	Target	
<p>CS: Average Call Answer Time</p> <p>The average time in minutes for a call to be answered. This time shows as an average over each month.</p>	Anita Ley		3.1	2.59	2.55	3.28	3.07	1 min	<p>Over 75,000 calls over the quarter which historically, and understandably over the summer holidays, has higher than normal levels of leave and this year had a slightly higher level of sickness both of which would have contributed to the increased call time.</p> <p>This number needs to be compared with the additional processes now dealt with by customer services that previously were passed immediately to the back office. Whilst better for the customer and case management it does place additional strain on the CST with increased call length.</p> <p>As online uptake increases the self-service cases are generally the simpler cases, this leaves the more complex or multi-faceted issues for the contact centre to resolve.</p>

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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
6 September 2016	Hub Committee Forward Plan O&S(I) 25	It was currently anticipated that an agenda item relating to the Devolution bid would be added to the Hub Committee Forward Plan for a meeting during the late Autumn.	Steve Jordan	Agenda item would be deferred to a later (as yet unconfirmed) date.
6 September 2016	Locality Model Review O&S(I) 26	<p>A number of Members wished to pay tribute to the value and effectiveness of the service that was being provided by the locality Team;</p> <p>A Member questioned whether there was potential income streams that could be generated through the locality service. In response, the Head of Paid Service advised that this potential would continue to be explored as part of the Council's growth agenda;</p> <p>As a general point, a debate took place on the current disparity in respect of some town and parish councils paying into the Dog Warden Scheme whilst others did not. In light of the perception being that contributing town and parish councils were subsidising the remaining authorities, the Head of Paid Service gave a commitment that he would look into this matter outside of the meeting;</p>	<p>Nadine Trout</p> <p>Steve Jordan / Nadine Trout</p> <p>Steve Jordan</p>	

		<p>In terms of measuring customer feedback, Members were invited to give consideration to the most appropriate means of gauging feedback on the service.</p> <p>It was then RESOLVED that the locality model continue to operate pending ongoing monitoring and a further report in twelve months' time.</p>	<p>Nadine Trout / All Members</p> <p>Nadine Trout</p>	<p>Work Programme updated for Sept / Oct 2017 meeting.</p>
6 September 2016	<p>Planning Peer Challenge Review 2016/17 O&S(I) 27</p>	<p>It was anticipated that the performance information would begin to be presented with effect from the next scheduled Planning and Licensing Committee meeting;</p> <p>It was then RESOLVED that:</p> <ol style="list-style-type: none"> 1. it be noted that the Planning and Licensing Committee has accepted the Planning Peer Challenge report (as outlined in Appendix 2 of the presented agenda report); 2. it be noted that the content of the revised Action Plan 2016/17 (as outlined in Appendix 3 of the presented agenda report) be noted; and 3. the Committee receive, on a quarterly basis, key performance data as part of the Performance Indicator report. 	<p>Drew Powell</p> <p>Drew Powell</p>	<p>Implemented</p>
6 September 2016	<p>Performance Measures O&S(I) 28</p>	<p>In the future, it was requested that any issues that arose should be brought to the Committee in a more timely manner.</p> <p>It was then RESOLVED that the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report be noted.</p>	<p>Jim Davis</p> <p>Jim Davis</p>	

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OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2016-17

Date of Meeting	Report	Lead Officer
17 January 2017	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle
18 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).
Locality Model 12 Month Review: September/October 2017

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