

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 31st July, 2018														
Time:	2.00 pm														
Venue:	Chamber - Kilworthy Park														
Full Members:	<p style="text-align: center;">Chairman Cllr Yelland Vice Chairman Cllr Cheadle</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Baldwin</td> <td>Cllr Musgrave</td> </tr> <tr> <td>Cllr Cloke</td> <td>Cllr Parker</td> </tr> <tr> <td>Cllr Evans</td> <td>Cllr Pearce</td> </tr> <tr> <td>Cllr Kimber</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr McInnes</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr Moody</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Baldwin	Cllr Musgrave	Cllr Cloke	Cllr Parker	Cllr Evans	Cllr Pearce	Cllr Kimber	Cllr Ridgers	Cllr McInnes	Cllr Sellis	Cllr Moody	Cllr Sheldon	Cllr Moyse	
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Cllr McInnes	Cllr Sellis														
Cllr Moody	Cllr Sheldon														
Cllr Moyse															
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:	Member.Services@swdevon.gov.uk														

1. Apologies for Absence

2. Confirmation of Minutes

1 - 8

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

9 - 10

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

6. Hub Committee Forward Plan

11 - 14

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **12 Noon on Friday 27 July 2018** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

7. Update Report on Garden Waste Service

15 - 18

8. Exclusion of Public and Press

to consider the following resolution to exclude the public and press:-

“That in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following items of business in order to avoid the likely disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”;

	<i>Page No</i>
9. Financial Stability Working Group: Progress Update	19 - 20
10. Re-admittance of Public and Press	
11. Economy Working Group - Verbal Update	
12. Quarter 1 Performance Measures	21 - 32
Appendix D – Development Management Performance Indicators – to follow	
13. Joint Local Plan: Standing Agenda Item	
14. Task and Finish Group Updates (If any)	
(a) Partnership Funding – formal closedown proposal	
15. Rural Broadband Working Group Update (if any)	
16. Annual Work Programme 2017/18	33 - 34
17. Member Learning and Development Opportunities Arising from this Meeting	

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Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **26th** day of **JUNE 2018** at **2.00 pm**.

Present: Cllr J Yelland – Chairman

Cllr D W Cloke	Cllr J Evans
Cllr P Kimber	Cllr D E Moyse
Cllr C R Musgrave	Cllr G Parker
Cllr T G Pearce	Cllr P J Ridgers
Cllr D K A Sellis	Cllr J Sheldon

Head of Paid Service
Group Manager – Support Services and
Customer First
Section 151 Officer
Commissioning Manager
COP Lead – Environmental Health
Senior Specialist – Democratic Services

Also in Attendance: Cllrs C Edmonds, B Lamb and C Mott

***O&S 1 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs R E Baldwin, R Cheadle, J R McInnes and J B Moody.

***O&S 2 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 8 May 2018 were confirmed and signed by the Chairman as a true and correct record.

In respect of Minute *O&S 94 (*'Fusion Annual Review Presentation: January to December 2017'*), a Member informed that he had still to receive a response to his query for greater clarity over the £27,882 funding that had been achieved in 2017 and particularly the £13,500 to the Okehampton Community Recreational Association (OCRA). In response, officers gave a commitment to follow up this meeting outside of this Committee meeting.

***O&S 3 DECLARATIONS OF INTEREST**

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

Cllr J Yelland declared a personal interest in Item 13(a): 'Task and Finish Group Updates – Partnership Grant Funding Review' (Minute O&S 12(a) below refers) by virtue of knowing of a number of individuals who were

involved in Partnerships and remained in the meeting during the debate and vote thereon; and

Cllr G Parker declared a personal interest in Item 13(a): 'Task and Finish Group Updates – Partnership Grant Funding Review' (Minute O&S 12(a) below refers) by virtue of being the President of the Rotary Club, which was instrumental in the running of the South West Rotary Youth Games and remained in the meeting during the debate and vote on this agenda item.

***O&S 4 PUBLIC FORUM**

There were no issues raised during the Public Forum session at this meeting.

***O&S 5 DRAFT HUB COMMITTEE FORWARD PLAN**

During consideration of the most recently published Hub Committee Forward Plan, the Committee was advised that:-

(a) the following Hub Committee agenda items were to be deferred to the meeting on 11 September 2018:

- GDPR / Data Protection 2018 Compliance;
- Council Tax Reduction Draft Scheme; and
- Policy for Civil Penalties for breaches of Housing Standards Enforcement Notices.

(b) the Annual Treasury Management Report 2017/18 would now be considered by the Audit Committee instead of the Hub Committee;

(c) the following reports that were linked to the Joint Local Plan (JLP) would need to be added to the Hub Committee Forward Plan:

- a recommendation to Council to approve the JLP itself;
- proposed future governance arrangements for monitoring the progress of the Plan; and
- the preparation of the Tavistock Conservation Area Management Plan.

***O&S 6 EXCLUSION OF PUBLIC AND PRESS**

RESOLVED

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item of business as the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act is involved.

***O&S 7 FINANCIAL STABILITY REVIEW GROUP: PROGRESS UPDATE**

The Committee considered an exempt Briefing Note that had also been presented to the Hub Committee meeting on 5 June 2018 for consideration (Minute *HC 5 refers).

Following an introduction by the lead Hub Committee Member, reference was made to:-

- (a) the role of the wider membership in the work of the Review Group. In agreement with the lead Hub Committee Member, the Committee recognised that there was a need for wider engagement with all Members as the work of the Group continued to evolve;
- (b) the Public Toilet Review. It was confirmed that more information on the Review would be considered by the Hub Committee at its next meeting on 17 July 2018.

It was then:

RESOLVED

That the contents of the Briefing Paper be received and noted.

***O&S 8 RE-ADMITTANCE OF PUBLIC AND PRESS**

RESOLVED

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

***O&S 9 UPDATE REPORT ON FOOD SAFETY AUDIT ACTION PLAN**

Members considered a report that provided an update on the Food Safety Audit Action Plan and gave an opportunity for the Committee to comment upon the Food Safety Service Plan for 2018/19.

In discussion, the following points were raised:-

- (a) Committee Members wished to thank and pay tribute to the achievement whereby 100% of due food safety inspections had been completed during 2017/18. In expressing their thanks, the Committee asked that their congratulations be passed on to lead officers;
- (b) When questioned, it was confirmed that resources had been reallocated from External Health and Safety activities to Food Safety work. The

Committee was also informed that resources would need to be reappraised upon the conclusion of the twelve month temporary specialist post that had been referred to in the presented agenda report;

- (c) With regard to fees and income, officers advised that, in line with Better Business for All guidance, the Council charged between £60 and £80 per hour to deliver the service. Furthermore, the Committee was informed that there was potential to generate income through the delivery of higher education training.

It was then:

RESOLVED

That the Committee welcomes the update on the Food Safety Audit Action Plan and has been given the opportunity to comment upon the Food Safety Service Plan 2018/19.

O&S 10 OVERVIEW AND SCRUTINY – DRAFT ANNUAL REPORT

The Committee considered a paper that presented its draft Annual Report for 2017/18.

In discussion, the following points were raised:-

- (a) Some minor typographical errors were highlighted and, as a way forward, it was **PROPOSED** and **SECONDED** that delegated authority be given to the Senior Specialist – Democratic Services, in consultation with the Committee Chairman, to make the necessary amendments;
- (b) Members were of the view that the Annual Report helped to illustrate the amount of work (and added value) that the Committee had undertaken during 2017/18. In addition, Members expressed the view that the Overview and Scrutiny function was now much more effective and efficient than it had been in previous years;
- (c) A Member queried the reference in the Annual Report to the principle of holding the Hub Committee to account. In expanding upon the point, it was noted that the Leader was particularly keen on the Committee monitoring and scrutinising the work of the Hub Committee. Furthermore, officers made the point that, with almost half of the Council membership serving on it, the levels of influence that the Overview and Scrutiny Committee could exert were very significant.

It was then:

RESOLVED

That the Council be **RECOMMENDED** to approve the Overview and Scrutiny Draft Annual Report for 2017/18, subject to delegated authority being given to the Senior Specialist – Democratic Services, in consultation with the Committee Chairman, to make the necessary amendments as referred to above.

***O&S 11 JOINT LOCAL PLAN: STANDING AGENDA ITEM**

By way of an update, one of the Joint Steering Group (JSG) Members advised the Committee that:-

- Due to illness, it was noted that there had been a delay in the receipt of the interim findings from the Examination in Public. It was now hoped that the report would be received during mid-July; and
- In respect of the current status of the Plan, whilst it depended upon the specific policy (and the context), elements of it could now be given 'significant weight' in planning terms.

During the ensuing discussion, reference was made to the Neighbourhood Planning process and the current disillusionment amongst Groups and parish councils. The JSG Member shared the frustrations that were being raised but emphasised the importance of the Groups continuing to plough on. The Member also gave an assurance that things would begin to get easier once the Plan had been formally adopted.

O&S 12 TASK AND FINISH GROUP UPDATES

(a) Partnership Funding Review

A report was considered by the Committee that presented the final report of the Partnership Funding Review Task and Finish Group.

The Group Chairman introduced the report and informed that the membership of the Task and Finish Group had been expanded following Council consideration of the draft Budget for 2018/19. In addition, the Chairman wished to thank those 26 Members who had recently completed the Member Survey and emphasised that the results of this Survey had been given great recognition by the Group when it reached its final recommendations.

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

- (i) the Heart of the South West Local Enterprise Partnership (LEP). Widespread disappointment was expressed amongst Committee Members that the Group had not recommended any reduction to the £5,000 annual grant allocated to the LEP. Further doubts were raised over whether the Council was obtaining value for money for its £5,000 annual grant and the point was also made that these

monies would be much better used to support other more local partnership arrangements that were being proposed to face reductions (e.g. the Youth Games; Junior Life Skills; Okehampton Community Transport; and Tavistock Ring and Ride);

- (ii) interpretation of the supporting comments in the presented agenda report that underpinned the Member Survey results. Some Members took issue with some of the comments and felt that, in certain instances, they were rather misleading and therefore made it difficult to reach definite conclusions;
- (iii) those Partnerships deemed as being 'statutory'. A number of Members were unconvinced that those partnerships that were listed as being 'statutory' (Tamar Estuaries Consultative Forum; Tamar Valley AONB; and the World Heritage Site) provided sufficient value for money. In addition, discontent was expressed that the Task and Finish Group had seemingly accepted that the funding for these was 'fixed' and therefore unable to be reduced. Such was the strength of feeling that some Members were firmly of the view that there was scope to reduce the funding allocated to these instead of some of the other partnerships that were proposed to lose monies;
- (iv) the work undertaken by the Task and Finish Group to reach this point. A Member of the Group expressed his deep frustrations at the general direction that the debate had taken and, once again, highlighted the amount of time and effort that had been put in to produce this set of recommendations. In addition, the Member reminded his fellow Committee Members that the Council was faced with meeting a significant budget gap and there was a need to take difficult decisions now;
- (v) the recommendations being to 2023/24. Such were the difficulties in predicting the future financial position for the Council (coupled with the vast difference in Member opinions expressed), that a number of Committee Members questioned the actual need to make a series of recommendations that were looking so far in advance (i.e. to 2023/24).

As a consequence, it was **PROPOSED** and **SECONDED** and on being put to the vote declared **CARRIED** that the future funding should at this time only be agreed for 2019/20.

It was then:

RECOMMENDED

That the Hub Committee **RECOMMEND** to Council that:

1. the Task and Finish Group future funding recommendations should at this time only be agreed for 2019/20; and
2. all organisations be encouraged to seek alternative funding by drawing their attention to other potential income streams that are funded by WDBC.

(b) 'Digital by Default' Proposal

The Committee considered the merits of setting up a Task and Finish Group to review access to the Council's services. In conclusion, the Committee recognised the intention of this proposal, but felt that it should be deferred for further consideration after the results of the Customer Satisfaction Survey had been published.

(c) Performance Measures and Targets Review Proposal

Members were informed that the lead Hub Committee Member was currently undertaking a review into both the measures reported and the appropriateness of the targets that were aligned to these measures. As a result, the Committee was assured that it would be in receipt of the concluding report following this review and it was therefore agreed that the proposal to establish a Task and Finish Group in this regard would not be pursued any further at this time.

***O&S 13 RURAL BROADBAND WORKING GROUP UPDATE**

During the update, reference was made to:-

- (a) an invite having been extended to the Connecting Devon and Somerset Programme Manager to attend a future Committee meeting. At the time of this meeting, it was noted that officers were still awaiting a response to this invitation;
- (b) a meeting of the 'Connecting Dartmoor and Exmoor' Board had been scheduled to take place on 14 August 2018;
- (c) Ultrafast Broadband rollout. A Member informed that he had met with representatives from BT and he was hopeful that a couple of cabinets would be upgraded in the Borough to ensure that nearby residents could be in receipt of Ultrafast Broadband provision.

***O&S 14 ANNUAL WORK PROGRAMME 2018/19**

The Chairman introduced the latest version of the Work Programme for the next 12 months. In discussion, it was agreed that an update on the IT Procurement project would be presented to the Committee meeting on 4 September 2018.

***O&S 15 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

In discussion, the Committee was reminded of the contacts details for the recently appointed Member IT Support Officer and Members were urged to utilise his expertise.

(The meeting terminated at 4.20 pm)

Chairman

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, with any individual speaker having a maximum of three minutes to address the Committee.

(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 four months starting September 2018. 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 Samuel – Deputy Leader

Cllr Sampson – Lead Member for Commercial Services

Cllr Leech – Lead Member for Health and Wellbeing

Cllr Oxborough – Lead Member for Economy

Cllr Jory – Lead Member for Environment and Assets

Cllr Roberts – Lead Member for Customer First

Cllr Edmonds - Lead Member for Resources and Performance

Cllr Mott – Lead Member for Strategic Planning and 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 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 Members	Decision Maker	Anticipated date of meeting	
				Hub Committee	Council
Standing Item	Financial Stability Review Group				
Support Services	GDPR / Data Protection 2018 Compliance	DA/Cllr Edmonds	Council	11 September 2018	25 Sept 2018
Strategy & Commissioning	Income Generation Opportunities	DA / Cllr Jory	Council	11 September 2018	25 Sept 2018
Customer First	JLP and Governance	TJ/Cllr Mott	Council	11 September 2018	25 Sept 2018
Customer First	CTR Draft Scheme	IB/Cllr Leech	Hub Committee	11 September 2018	25 Sept 2018
Customer First	Policy for Civil Penalties for breaches of Housing Standards Enforcement Notices	IL/Cllr Leech	Council	11 September 2018	25 Sept 2018
Support Services	Annual Treasury Management Report 2017/18	PH/Cllr Edmonds	Council	11 September 2018	25 Sept 2018
Strategy & Commissioning	IT Procurement: Next Steps	NT/ Cllr Edmonds	Council	11 September 2018	25 September 2018
Customer First	Tamar Valley AONB Management Plan Review 2019-2024	RS/Cllr Jory	Hub Committee	11 September 2018	25 September 2018
Customer First	Coastal Concordat	RS/Cllr Jory	Hub Committee	11 September 2018	25 September 2018
Support Services	Write Off Report – Quarter 1 2018/19	LB/Cllr Edmonds	Council	11 September 2018	25 September 2018
Support Services	Revenue Budget Monitoring to June 2018 (quarter 1 position)	PH/Cllr Edmonds	Council	11 September 2018	25 September 2018
Support Services	Capital Budget Monitoring to June 2018 (quarter 1 position)	PH/Cllr Edmonds	Council	11 September 2018	25 September 2018
Support Services	Medium Term Financial Strategy for 2019/20	LB/Cllr Sanders	Council	11 September 2018	25 September 2018

Service	Title of Report and Summary	Lead Officer and Members	Decision Maker	Anticipated date of meeting	
				Hub Committee	Council
	onwards				
SLT	Peer Review Report	SH/Cllr Sanders	Council	9 October 2018	4 December 2018
Customer First	Adoption of Clean Air Strategy	IL/Cllr Sanders	Council	9 October 2018	4 December 2018
Customer First	Adoption of Business Continuity Plan	IL/Cllr Sanders	Council	9 October 2018	4 December 2018

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

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

LB – Lisa Buckle – Section 151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services and Customer First

CB – Chris Brook – COP Lead Assets

JS – Jane Savage – Lead Specialist Waste Strategy

IL – Ian Luscombe – COP Lead Environmental Health

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

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

RS – Rob Sekula



Agenda Item 7

Report to: **Overview and Scrutiny Committee**
Date: **31 July 2018**
Title: **Update Report on Garden Waste Service**
Portfolio Area: **Commercial Services**
Wards Affected: **All**

Relevant Scrutiny Committee: **Overview & Scrutiny**

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

Date next steps can be taken: Any recommendations can be presented to the Hub Committee meeting on 11 September 2018

Author: **Jane Savage** Role: **Commissioning Manager (Waste)**

Contact: **01822 813657 jane.savage@swdevon.gov.uk**

Recommendations:

That Members are updated on the Garden Waste Service and have the opportunity to comment upon the future delivery of the service.

1 Executive summary

1.1 Members requested that an update on the garden waste service after the first year of service be brought before Committee.

2 Background

2.1 Members requested that an update report be brought before Committee after the first year of service.

2.2 The opt-in garden waste service began on 31st July 2017. The subscription year was set at October to September to ease pressure on Customer First during March when Council Tax demands are issued and to fit with the later start date.

- 2.3 The participation and subscription rates were based on that experienced by other councils with similar demographics and set at 35% and £40 respectively. From this, the net income forecast was £67,500 in the first year with £190,000 for each subsequent year.
- 2.4 In 2017-18, the actual number of subscriptions was 19%. However, the target net income was met, largely due to the high initial number of subscriptions and savings on forecasted expenditure.
- 2.5 Assuming that all subscribers re-apply for the service before October this year, the forecasted net income of £190,000 for 2018-19 will be met. This takes into account a lower than expected expenditure as the low subscription rate means fewer sacks and deliveries are required. However, this leaves no surplus for future replacement of sacks and misses the opportunity of boosting income if the original subscription target can be met.
- 2.6 The communications campaign for the service has included large banners at the two Household Waste Recycling Centres, traditional and social media, and roadshows. An initial campaign to boost participation and test methods of communication was ran during the week commencing 2 May 2018. This consisted of a full page advert in the Tavistock and Okehampton Times and a week-long Facebook advert. Costs for the two types of advertising were similar, but the effects differed dramatically.
- 2.7 During the week of 2 May, only 38 calls were received on garden waste which included all garden related enquiries e.g. new subscribers, replacement sacks and missed bins. However, the Facebook advert generated 1065 hits to the garden waste webpage (compared with 1600 hits from 1 August 2017 – 2 May 2018 inclusive). This clearly illustrates channel shift as the social media advertising was more effective than the traditional local newspaper method.
- 2.8 From those 1065 website hits, 51% went on to the subscription page but only 45 actually subscribed. We have since set up a survey on our website to try and ascertain what is putting potential subscribers off though this function has a low take-up rate so is of limited use (only two comments have been received to date). We will continue to monitor however.
- 2.9 Members previously requested that direct debit be available by the next payment year (October 2018). This has now been set up and to encourage take-up a discount is applied to new direct debit subscribers to this current payment year. Anyone subscribing after 2 July has/will pay £15 (rather than £40) to receive the service until 30 September.
- 2.10 A full communications plan is in place for the next year.

3 Options available and consideration of risk

- 3.1 There are no direct financial implications of the contents of this report. However, subscriptions are lower than anticipated and this will affect future net income post 2018.

4 Proposed Way Forward

- 4.1 The Waste Working Group will be considering future options for the service taking into account the current waste and cleansing procurement process. As participation is below what is expected, the Group will explore and make recommendations on boosting participation and therefore income to ensure the budget is met year on year.
- 4.2 This recommendation fits with the corporate themes of Environment and Council.

5 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Committee is responsible for considering and scrutinising how the Council is performing as an organisation.
Financial	Y	There are no direct financial implications of the contents of this report.
Risk	Y	The risks are set out at section 3 of this report.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	Not applicable
Safeguarding	N	Not applicable
Community Safety, Crime and Disorder	N	Not applicable
Health, Safety and Wellbeing	N	Not applicable
Other implications	N	None

Supporting Information

Appendices:

None

Background Papers:

Council Report of January 2017

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Report to: **Overview & Scrutiny Committee**

Date: **31 July 2018**

Title: **Q1 Performance Measures**

Portfolio Area: **N/A**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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

Date next steps can be taken:
Any recommendations generated will be considered by the Hub Committee at its meeting on 11 September 2018

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

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

Recommendations:

That Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.

1. Executive summary

Performance measures for Quarter 1 have generally continued at a high level with 3 measures at 'red' for this quarter.

The % of Benefits change of circumstances completed online has been slowly increasing as predicted and is approaching the target level. The average number of missed bins has had two quarters of higher than usual occurrences but the causes of both were seasonal or one off in nature and not indicative of a trend. Increased levels of missed bins for Quarter 1 was predicted in the last quarterly report and as such aren't a concern of any on-going issue.

The measure of % of calls answered in 20 secs acts as a proxy to show how often there are no, or very few, calls waiting in the queue so is very

sensitive to the higher than usual call volumes that occur in the last financial quarter of the year.

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. There is a downloadable app from the council catalogue for Pentana (the new name for Covalent), or it can be accessed from swdevonpentanarpm.uk

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

Appendix D is the Development Management measures (to follow)

4. Options available and consideration of risk

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.

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

Appendix D – Development Management measures (to follow)

Background Papers:

None

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Corporate Balanced Scorecard

Community/Customer

Q4	Q1	
		Overall waste recycling rate %
		Residual waste per household
		Average no. of missed bins
		CST: % of calls answered
		CST: % of calls answered in 20 secs
		CST: % calls answered in 5 mins

Processes

Q4	Q1	% of planning applications determined within time frame
		Major
		Non-Major
		<i>Other – no longer report this distinction. Applications captured above</i>

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

Online uptake

Q4	Q1	
		% of Benefits new claims online (IEG4)
		% of Benefits change of circumstances online (IEG4)
		Ratio of web/call-post-email submissions (W2)

Performance

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

Updated measures to replace the T18 programme measures that added little extra information.

Additional measures to better quantify online uptake and benefit to the council will be developed as new website transactions goes live.

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	Q1 17/18	2017/18	Q1 2018/19		18/19	Comment (If Applicable)
			YTD or Total			YTD or total	
Planning Enforcement	Pat Whymer	-	-			-	Appendix to follow
All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	Area	Complaints rec. last qtr Q4 2017/18		Total	Avg Time (Days)	Total no. of complaints YTD	This breakdown of area and average time to complete timings is only available for the completed complaints. 78 complaints were logged during the quarter. 18 were service issues that was dealt with immediately and isn't a formal complaint. There are 13 remaining active processes that could be service issues or formal complaints but haven't been completed yet. There was 1 complaint that was for another organisation. 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 or are complaining through us against a third party. They don't form part of our formal complaints process but still are captured for improvement and analysis purposes <u>Ombudsman Complaints</u> 0 received during the quarter.
	Council Tax/NNDR	1	Council Tax/NNDR	2	9	2	
	Customer Services	1	Customer Services	2	4	2	
	Planning	3	Planning	6	18	6	
	Waste	12	Waste	35	21	35	
	Commercial Services	-	Commercial Services	1	8	1	
	Parking	-	Parking	-	-	-	
	Benefits	-	Benefits	-	-	-	
	EH	-	EH	-	-	-	
	Housing	-	Housing	-	-	-	
	Strat Planning	-	Strat Planning	-	-	-	
	Total	17	Total	46	20	46	
Service Issues	1	Service Issues	18	-	18		
All: Compliments received Compliments logged against each Service per quarter. Highlights changes over time and the effects	Service	No.	YTD	We re-launched the compliments process towards the end of this quarter after limited uptake previously. It asks for: service area, team (or staff member), type (helpfulness, solved a problem, above & beyond the call			
	Assets	1	1				
	Commercial Services	1	1				

Performance measure	Managed By	Q1 17/18	2017/18	Q1 2018/19		18/19	Comment (If Applicable)
			YTD or Total			YTD or total	
of initiatives.				Council Tax	-	1	of duty {ABCD}, speed), and a description, which we can make available for managers or members. The process is quick to do and the compliment can be captured by anyone and sent to the staff member involved or their manager for recognition. Reminders for staff to log them are going in the Friday flash regularly so we can simply report out the data.
				CST	14	14	
				Domestic Waste	10	10	
				Housing Advice	1	1	
				ICT	-	-	
				Housing Benefits	1	1	
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	79	YTD 79	9		9	Equivalent to 0.1 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE Two instances, from two employees, one has returned to work and the other has resigned.
Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	33	YTD 33	45		45	Equivalent to 0.5 days/FTE for the quarter. Public sector averages for all sickness (long term and short term) are around 2-3days/FTE
CS: Top 5 call types	Anita ley			1) Call dealt (1st) with on switchboard 2) Move - (1st) Move 3) Enforcement - Responding to reminder / final notice etc 4) Transfer to Housing Advice 5) Application query- DHC		-	Last Qtr 1) Call dealt with on switchboard 2) Ctax - General - Balance Enquiry 3) Call transferred to another organisation 4) Domestic waste - Order bin / caddy/ repair container 5) Ctax - Move As the CST deal with such a wide range of processes the most common call types are often the grouped types. We have always received a high number of calls for other agencies, particularly: DCC, the CAB, Housing associations or other organisations people mistakenly believe we are responsible for.
Top 5 website processes	Kate Hamp			1) Recycling sack/waste container request 2) Missed waste report 3) Letter of Representation		-	1) Waste container request 2) Letter of Representation 3) Missed waste report 4) General waste enquiry

Performance measure	Managed By	Q1 17/18	2017/18	Q1 2018/19	18/19	Comment (If Applicable)
			YTD or Total		YTD or total	
				4)Planning application enquiry 5)Garden waste order		5) Parking permit application
% of customer contact through online interaction (Workflow360) Demonstrating channel shift	Kate Hamp	49%	49%	48%	Q4 17/18 55%	Figures as rising more slowly now but seem to be settling around 50% of all transactions.
Total number of online transactions	Kate Hamp	17420	17420	Workflow360(W2): 15666	15666	The levels are beginning to level off so further rises from these levels will likely be smaller and based on additional processes coming online and in response to channel shift activities.
CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Anita Ley	65%	65%	-	-	<i>Measure no longer captured in new phone system. Online CST dashboard has more measures data updated monthly and broken down into call types and answer speed.</i>
Nuisance complaints Received	Ian Luscombe	167	167	88	88	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.
EH: Average time taken for Disabled Facilities Grants (Fast track) (work days) 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.	Ian Luscombe	0	0	0	0	This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days. All applications received during the quarter were completed in the same working day as they were received.

Exception Report:

Performance measure	Managed by	Prev Status	Last Qtr	Apr 2018	May 2018	Jun 2018	Q3 2017/18		Action Response
			Q4	Value	Value	Value	Value	Target	
% of Benefits change of circumstances completed online (IEG4)	Lorraine Mullineau x		10.2%	11%	23%	21%	18.3%	25%	This is a new measure and a very stretching target to try and channel shift a large proportion of customers who are used to interacting with us in more traditional ways. The uptake of new claims online has been very good (~65%) and keeps slowly increasing. The change of circumstances online process hasn't been as used as extensively as new claims but has seen a steady increase since its inception as additional online process are provided. As expected, the level of usage is now approaching the target and if the rate of increase continues it should surpass the target in Q2 or Q3. By achieving a high level of online submissions it gives more capacity to deal with the existing workload, and customers who can't or won't channel shift, in a more timely manner.
% of calls answered in 20 secs	Anita Ley		38%	28%	18%	18%	21%	50-80%	Switchboard calls were answered by team members who covered Reception at both Kilworthy and Follaton. Since the introduction of webchat and voicemails we have tried to allocate all 3 duties to these staff members which has decreased our performance on switchboard as the use of webchat and voicemails has been much higher than expected. I have now moved switchboard calls back into the Contact Centre for the time being and there should be an improvement in the next quarter.
Average no. of missed bins	Jane Savage		87	117	120	72	103	75	Below target performance for the previous quarter was affected by the snowy conditions and the 'Beast from the East'. Issues with reported missed collections this quarter have been affected by the roll out of 'Box clever' and associated changes. Both of these were temporary causes and the missed bins were already falling back down to target levels by the last month of the quarter. Missed bins are expected to be back at normally levels for Quarter 2.

Measure	Target	Explanation
Overall waste recycling rate %	55%	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	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg per fortnightly collection per household
Avg number of missed bins	<75 per 100,000	
<i>*Average Call Answer Time No longer captured</i>	<i>1 min</i>	<i>Additional information captured in CST Dashboard but overall figure not collated. Individual areas have % of calls answered in 5 minutes</i>
<i>*% of enquiries resolved at first point of contact: No longer captured</i>	<i>60%</i>	
% of calls answered	90%	Target set at this level as we would expect some calls dropped as customers choose to follow recorded message recommendation and submit requests online rather than hold on the phone
% of calls answered in 20 secs	50%-80%	A goldilocks measure that captures how much time CST have without a queue. Being too high would signify over-resourcing
% calls answered in 5 minutes	70%	New measure added to capture long waits.
% of Applications determined within time frame Major	60%	Statutory performance measure target
% of Applications determined within time frame Non-Major	65%	Old statutory performance measure target
<i>% of Applications determined within time frame Other</i>	<i>80%</i>	<i>Old statutory performance measure target - Obsolete</i>
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.
Complaint response speed	30 days	Time to respond to a Level 1 complaints
<i>T18: Programme timescales on track</i>	<i>Against Plan</i>	Superseded
<i>T18: Performance vs. Budget</i>	<i>Under/over spend</i>	Superseded
<i>T18: No. of Processes live</i>		Superseded
Ratio of web/call-post-email submissions (W2)	20% 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.
Ratio of benefit new claims web/post submissions (IEG4)	60%	Ratio of submissions via the new IEG4 portal
Ratio of benefit change of circumstances web/post submissions (IEG4)	25%	Ratio of submissions via the new IEG4 portal

OVERVIEW AND SCRUTINY COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – July 18 to April 19

Date of Meeting	Report	Lead Officer / Member
4 September 2018	Joint Local Plan Update	Tom Jones
	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan - IT Procurement	Kathy Trant Nadine Trout
	Medium Term Financial Strategy Update	Lisa Buckle
	Connecting Devon and Somerset Programme Manager to be invited to attend	Steve Mullineaux
	Public Conveniences: Potential Saving Options	Cathy Aubertin
	Update from the Financial Stability Review Group	Lisa Buckle
	Planning Enforcement Plan / Protocol and Actions and Performance Indicators – Review	Pat Whymer
12 October 2018	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Corporate Strategy: Delivery Against Themes Update	Nadine Trout
	Update from the Financial Stability Review Group	Lisa Buckle
	Peer Review	SLT
	Joint Local Plan Update	Tom Jones
6 November 2018	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Tom Jones
	Q2 Performance Indicators	Jim Davis
	Update from the Financial Stability Review Group	Lisa Buckle
	Results of Customer Satisfaction Survey	Nadine Trout
	Community Safety Partnership Annual Report	Louisa Daley
	Safeguarding Update	Louisa Daley
15 January 2019	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Tom Jones
	Update from the Financial Stability Review Group	Lisa Buckle

	Draft Budget 2019/20	Lisa Buckle
26 February 2019	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Tom Jones
	Update from the Financial Stability Review Group	Lisa Buckle
	Fusion Annual Report	Jon Parkinson
	Q3 Performance Indicators	Jim Davis
2 April 2019	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Tom Jones
	Update from the Financial Stability Review Group	Lisa Buckle
	Draft O+S Annual Report 2018/19	Darryl White

Future Item(s) to be programmed:
Community Housing Briefing (Rob Ellis)