

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 26th February, 2019														
Time:	2.30 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 - Meeting held on 15 January 2019** **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 **5pm on Thursday, 21 February 2019** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Leisure Contract - Fusion Annual Report 2018** **15 - 44**
- 8. Community Safety Partnership** **45 - 50**
- 9. Safeguarding Update** **51 - 56**
- 10. Quarter 3 Performance Measures** **57 - 84**
- 11. Customer Satisfaction Progress Update: Standing Agenda Item** **85 - 92**

- 12. Joint Local Plan: Standing Agenda Item**
- 13. Financial Stability Review Group Update: Standing Agenda Item**
- 14. Task and Finish Group Updates: **93 - 104****

 - (a) Northern Link Area Outreach Services Update**

- 15. Annual Work Programme 2018/19 **105 - 106****
- 16. Member Learning and Development Opportunities Arising from this Meeting**

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813662 or email darryl.white@swdevon.gov.uk

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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 **15th** day of **JANUARY 2019** at **2.00 pm**.

Present: Cllr R Cheadle – Vice-Chairman

Cllr R E Baldwin	Cllr D W Cloke
Cllr P Kimber	Cllr J B Moody
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	

Group Manager – Customer First and Support Services

Group Manager – Business Development

Section 151 Officer

Commissioning Manager

Head of Devon Building Control Partnership

Senior Specialist – Democratic Services

Also in Attendance: Cllrs W G Cann OBE, C Edmonds, B Lamb, C Mott, A Roberts, R F D Sampson, L Samuel and P R Sanders

*** O&S 75 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs J Evans, J R McInnes and J Yelland.

*** O&S 76 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 6 November 2018 were confirmed and signed by the Chairman as a true and correct record, subject to inclusion of the following amendment:

For minute number O&S 69 ‘Quarter 2 Performance Measures’, the introductory sentence be amended to read: ‘The Lead Member for *Resources and Performance* presented a report.....’

*** O&S 77 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, but there were none made.

*** O&S 78 PUBLIC FORUM**

There were no issues raised during the Public Forum session.

*** O&S 79 HUB COMMITTEE FORWARD PLAN**

Members considered the latest version of the Hub Committee Forward Plan. In so doing, the following points were made:-

- (a) The Committee asked that the Leader of Council give consideration to his Forward Plan being updated to outline each of his and the Deputy Leader's roles and responsibilities;
- (b) With regard to the 'Joint Local Plan (JLP) Working Arrangements after Adoption' future agenda item, it was noted that this report would now be included with the JLP adoption report that would be bypassing the Hub Committee and presented straight to the Council meeting on 26 March 2019.

*** O&S 80 DEVON BUILDING CONTROL PARTNERSHIP UPDATE**

The Committee considered a report that provided an overview of the performance of the Devon Building Control Partnership.

In the ensuing discussion, the following points were raised:-

- (a) The Head of the Partnership confirmed that the service continued to strive to be as financially self-sufficient as was practically possible. With regard to the non-chargeable work (i.e. the work costed back to the Council), Members noted that this amounted to approximately 25% of the Partnership's total workload and recent trends suggested that this percentage continued to decrease;
- (b) The Committee was advised that the Business Plan that underpinned the Partnership was committed to investigating the potential for expansion (provided that it was of benefit to the existing three partners). In addition, Members were advised that the Partnership worked closely with colleagues in neighbouring local authorities and discussed with potential additional partners remained ongoing;
- (c) With regard to the reduction in building standards in large scale developments, the Head of the Partnership recognised that this was an issue that was replicated across the country. In advising that the Partnership had a lack of control over quality, the representative informed that the Local Authority Building Control (LABC) organisation was making representations nationally in an attempt to reverse this trend. The point was also made that Members should be lobbying their local MPs to exert some influence;

Moreover, it was felt that, as the Local Planning Authority, the Council also had a role to play in this regard and it was felt that consideration should be given by both Members to adopt an appropriate Design Policy and the Partnership to develop closer working relationships with the Council's Planning and Enforcement Officers;

- (d) The representative informed that the overwhelming majority of customer feedback received by the service was positive. This was felt to be mainly as a result of the Partnership operating in a very competitive market and the consequent emphasis that was given to delivering good customer service;
- (e) Whilst the adoption of the Joint Local Plan could present a number of business opportunities to the Partnership, a further barrier was that national large scale developers tended to choose their Building Inspectors at a national level thereby overlooking the local service providers.

In conclusion, the Committee was of the view that the Partnership delivered an excellent service and the representative was thanked for his agenda report and informative responses to Member questions.

It was then:

RESOLVED

That the Committee:

1. welcomes the report and is of the view that the Partnership provides a very good service;
2. requests that the Partnership look at developing closer working relationships with other neighbouring local authorities; and
3. requests that the Partnership look at developing closer working relationships with the Development Management Community of Practice.

*** O&S 81 BUDGET PROPOSALS 2019/20 ONWARDS UPDATE**

Members were presented with a report that asked for consideration of the draft Budget proposals for 2019-20 and onwards.

The Leader of Council introduced the report and specifically highlighted the updates to the Budget position since the Hub Committee meeting had considered the matter at its meeting on 4 December 2018 (Minute HC *49 refers).

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

- (a) confirmation that the monies allocated from the Better Care Fund were sufficient to finance Disabled Facilities Grants;

- (b) income from investments in Commercial Property. In response to a question, officers advised that the proposed £120,000 Year 4 (2022/23) income could consist of a combination of potential commercial development in the Borough and property acquisitions outside of West Devon;
- (c) delivery of rural services. The Leader informed that the Rural Services Network and Local Government Association continued to rigorously lobby Central Government to point out the distinct differences between rural and urban service delivery;
- (d) the waste collection service. The Section 151 Officer confirmed that trials would be needed to inform the level of savings achievable from a three weekly waste collection and a report would be presented to the Hub Committee by the end of June 2019;
- (e) the future Budget gap. Whilst the Council was facing severe challenges to fill its Budget gap, Members made reference to a number of the measures that had already been implemented. These, coupled with some of the future proposals and the findings of the recent Peer Review, left some Members confident that the Council would have options and the ability to close its future Budget gap;
- (f) the proposed Community Grant reductions. Whilst he would reluctantly support the recommendation, a Member did express his disappointment over the proposed grant reductions to some Community Groups. For clarity, it was confirmed that there was currently no intention to recommend a reduction in grant awarded to Citizens' Advice.

It was then:

RESOLVED

That, as part of the 2019/20 Budget Setting process, the Hub Committee take into account that the Overview and Scrutiny Committee support:

1. the proposed increase in Council Tax for 2019/20 of 2.99% (Band D of £231.63 for 2019/20 – an increase of 13 pence per week or £6.72 per year);
2. the proposed financial pressures of £420,000 (as shown in Appendix A of the presented agenda report);
3. the proposed contributions to Earmarked Reserves of £120,000 and transfer of the one-off 2019/20 Budget Surplus of £73,135 into the Future Financial Stability Earmarked Reserve to assist in meeting the predicted Budget gap of £504,242 in 2020/21;

4. the proposed savings of £684,700 (as shown in Appendix A of the presented agenda report);
5. the proposed use of £375,000 of New Homes Bonus funding to fund the 2019/20 Revenue Budget (as set out in Section 4.6 of the presented agenda report); and
6. the recommendations of the Financial Stability Review Group on Earmarked Reserves (as set out in paragraphs 10.2 and 10.3 of the presented agenda report) and agree that these should be recommended in the final Budget Proposals report for 2019/20 (to be presented to the Council meeting on 12 February 2019).

O&S 82 CORPORATE STRATEGY KEY PERFORMANCE INDICATORS

The Committee was presented with a report that detailed progress made to date in developing Key Performance Indicators. In addition, the report recommended next steps to improve reporting mechanisms on the Corporate Strategy.

During discussion, reference was made to:-

- (a) Hub Committee Member feedback. A Member reiterated her previous concerns that there were still some Hub Committee Members who were not providing any feedback to the wider membership on their areas of responsibility;
- (b) resources required to deliver the Strategy. Members highlighted the capacity issues being experienced across the Council and therefore emphasised the importance of managing expectations in honing the Strategy. This view was acknowledged by officers and it was felt that this should be borne in mind throughout the Member Workshop that had been scheduled for 5 February 2019.

It was then:

RESOLVED

That the Hub Committee be **RECOMMENDED** to endorse the proposed actions as detailed in Section 5 of the presented agenda report.

O&S 83 CUSTOMER SATISFACTION PROGRESS UPDATE

In line with the request for 'Customer Satisfaction Progress Updates' to become a standing agenda item for the Committee (Minute *HC 50 refers), the lead Hub Committee Member for Customer First made reference to:-

- officers having begun implementing the actions arising from the recently approved Improvement Plan;

- overall call volumes continuing to reduce. As a result, the Member informed that call answering performance had improved. To expand upon the point, the Contact Centre had received 7,500 calls last month (2,000 less than the same period last year) and this was the lowest monthly figure ever recorded. Of these calls, 91% were answered (with 85% of these in less than 5 minutes). The Member advised that historical trend analysis illustrated that for the year to date (April to December 2018), the Contact Centre had received 20,000 less calls in comparison to April to December 2017 and an astonishing 72,000 less than April to December 2016;
- the creation of a customer feedback button on the Council website. Within the next month, the Member advised that the Council would be rolling out the feedback part as part of online forms and processes. As a consequence, users completing a request for service online would be able to advise whether or not it had worked for them and/or was easy to complete;
- work was ongoing to investigate solutions to contact customers after a service had been delivered in order to measure their satisfaction;
- Specialists and Managers had been allocated to focus on improving the Council's high volume priority areas: Waste and Planning;
- in Waste, officers had been working with the Communications Team to simplify messaging which had reduced demand on Garden Waste and Christmas Collections. Whilst the statistics were not yet available, the Member advised that volumes of customer reports and calls appeared to have been significantly reduced in comparison to previous years;
- officers had started work on reviewing and improving the Council's missed collection process. The lead Member informed that she would report back on this work at the next meeting of the Committee;
- in Development Management, officers were working on introducing more communication with the customer so that (s)he was kept informed at every step of the planning process. The IT was currently being configured and testing was expected to commence during the week commencing Monday, 21 January 2019. If this testing went to plan, it was intended that it would go live before the end of January 2019. The next step with the Development Management service was to provide more detail and status updates within the online search function and the target was to achieve this in March 2019;
- objectives had been rolled out for the Case Management teams. By the end of January 2019, teams would be reviewing all complaints received within their work areas and would be focusing on fixing the issues that had generated the complaints in the first place. The Member proceeded to advise of her intention to show the complaints received (and the fixes that had been implemented) to the Committee in the upcoming months; and

- the Council had successfully rolled out a pilot to the Council Tax Case Management team that automatically prioritised work against the resources available. Members were advised that this had reduced the workload significantly and, by the end of January, this pilot would be extended into the Housing Benefits service area and officers were working on a roll-out plan for all service areas.

In the ensuing discussion, the following points were raised:

- (a) In light of the current senior officer absences in Development Management, remedial measures were being put in place to mitigate the impact as far as was practically possible. Furthermore, officers informed that they were monitoring the impact of these absences on a daily basis;
- (b) It was noted that the draft Members Code of Planning Practice was to be presented, in the first instance, to the Audit Committee at its meeting on 22 January 2019;
- (c) Some Members commented that the reductions in call volume suggested that the onus that was being placed on Channel Shift was starting to reap benefits.

*** O&S 84 JOINT LOCAL PLAN: STANDING AGENDA ITEM**

By way of an update, the lead Hub Committee Member advised that:

- the Council was still working towards the Joint Local Plan being presented to the Council meeting on 26 March 2019 for adoption;
- the Joint Steering Group was hoping that the draft version of the Development Planning Document (DPD) on Settlement Boundaries would be presented to the Hub Committee meeting on 19 March 2019. In referring to the importance of this DPD to Neighbourhood Planning Groups, Members welcomed this target date;
- the proposed Design Guide would be prepared during the 2019/20 Municipal Year. In light of the comments made earlier in the meeting during consideration of the Devon Building Control Partnership agenda item (Minute *O&S 80 above refers), some Members felt that greater priority and emphasis should be given to adoption of this Guide.

*** O&S 85 TASK AND FINISH GROUP UPDATES**

(a) Northern Link Area Outreach Services

The Committee was presented with the concluding report of the Northern Link Area Outreach Services Task and Finish Group.

In the ensuing debate, the following points were raised:-

- (i) In light of some concerns being raised at the lack of evidence based recommendations that were contained within the Group report, it was **PROPOSED** and **SECONDED** and on being put to the vote declared **CARRIED** that:

‘That the Task and Finish Group be reconvened to produce a number of evidence based recommendations that will then be reported back to a future meeting of the Overview and Scrutiny Committee.’

- (ii) When considering that there were not many visitors to the Ockment Centre and the recent Peer Review had concluded that the Council should look at switching off some of its contact channels, some Members questioned whether the Outreach Service was in fact providing value for money for the Council and its services.

It was then:

RESOLVED

That the Task and Finish Group be reconvened to produce a number of evidence based recommendations that will then be reported back to a future meeting of the Overview and Scrutiny Committee.

* **O&S 86 ANNUAL WORK PROGRAMME 2018/19**

The Chairman introduced the latest version of the Work Programme for the next 12 months and noted its content without any further debate.

* **O&S 87 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

In discussion, the Committee was reminded that the Corporate Strategy Member Workshop had been arranged to take place at 2.00pm on Tuesday, 5 February 2019.

(The meeting terminated at 4.25 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 March 2019. 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

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Decision	Consultees and means of consultation
Resources and Performance	Title: It's Time for a Rural Strategy Purpose: to enable discussion on the RSN Time for a Rural Strategy Campaign	Cllr Edmonds		19 March 2019	
Health and Wellbeing	Title: Syrian Resettlement Scheme Update Purpose of report: To update Members on the latest position with progress of the Scheme	IB/Cllr Leech	Report of Head of Housing, Revenue and Benefits	19 March 2019	
Customer First	Title: Coastal Concordat Purpose: To consider the Concordat agreed between SHDC and Marine Management Organisation in respect of planning matters below the mean low tide	TJ/Cllr Roberts	Report of the Head of Place Making Practice Coastal Concordat	19 March 2019	
Environment & Assets	Title: Accommodation Strategy Purpose of report: To consider & agree principles for future options for WDBC accommodation.	C Brook/ Cllr Jory	Report of Head of Assets	19 March 2019	Invest to Earn Member group
Leader of the Council	Title: Draft Corporate Strategy Delivery Plans Purpose of report: To consider the draft delivery plans for each of the Corporate Strategy Themes (Homes, Communities, Enterprise, Environment, Wellbeing & Council)	NT/ Leader	Report of the Commissioning Manager Draft Corporate Strategy Delivery Plans	19 March 2019	
Resources & Performance	Title: Employee Terms and conditions Purpose of report: The report will set out options for considering Employee Terms and Conditions	NH/ Cllr Edmonds	Report of the Support Services Specialist Manager	19 March 2019	
Commercial Services	Title: Car Park Strategy Purpose of report: To review the current strategy and purpose of the group.	CA/ Cllr Sampson	Report of the Head of Environment Services Practice	TBC	Current car parking strategy group
Commercial Services	Title: Procurement of Cleaning Services Purpose of report: To procure cleaning services through tender of a new contract	CA/Cllr Sampson	Report of the Head of Environment Services Practice	19 March 2019	
Commercial Services	Title: Grounds maintenance service	HD & CA/ Cllr Sampson	Report of the Group Manager Commercial	TBC	

	Purpose of report: To consider the future provision of a grounds maintenance service, and opportunities for income growth in respect of service area		Services and Head of Environment Services Practice		
Customer First	Title: Review of the Housing Assistance Policy Purpose of report: To recommend to Council to any necessary changes following a review of the Housing Assistance Policy	DS/Cllr Leech	Report of the Senior Specialist Environmental Health	4 June 2019	
Environment & Assets	Title: Community Housing Capital Financing Purpose of report: To seek authority to progress delivery of two sites, to include the funding requirements	C Brook/ Cllr Jory	Report of Head of Assets	4 June 2019	Invest to Earn Member group
Commercial Services	Title: Frequency Trial – Residual Waste Collections Purpose of report: To recommend dates and areas for trials	JS/Cllr Sampson	Report of the Commissioning Manager - Waste	4 June 2019	Public survey?
Environment & Assets	Title: Accommodation Strategy Purpose of report: To make recommendations for a future accommodation strategy	C Brook/ Cllr Jory	Report of Head of Assets	July 2019	Invest to Earn Member group

Report to: **Overview and Scrutiny Committee**
Date: **26 February 2019**
Title: **Leisure Contract - Fusion Annual Report 2018**
Portfolio Area: **Customer First / Commercial Services**

Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny

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

Date next steps can be taken:
Immediately

Author: **Jon Parkinson** Role: **Specialist (Leisure) Assets**

Contact: **jon.parkinson@swdevon.gov.uk**

Recommendations:

That the content of Fusion's Annual Report for 2018 and proposals for 2019 be noted.

1 **Executive summary**

- 1.1 This reports provides a performance review summary for last year - 2018, from Fusion Lifestyle in the management of all six leisure centres across South Hams and West Devon. This includes details for Meadowlands and Parklands Leisure Centres.

2 **Background**

- 2.1 Fusion are the joint leisure management operator for both West Devon and South Hams Council's, managing all 6 leisure centres and started a new 25 year contract on 1st December 2016.
- 2.2 The new management arrangement is based on a design, build, operate and maintain contract through an output specification. It also sets out a major investment programme across all the centres, approximately £10mil - £8mil for South Hams and £2mil for West Devon.

- 2.3 The appointment of Fusion followed a comprehensive and detailed procurement process with Council approval in July 2016. This included a strategic leisure review considering all options and specialist advice which was overseen by a joint Leisure Member Board.
- 2.4 The provision of a leisure centres and facilities is a discretionary service. However the activities align with the Council's strategic corporate priorities of;
- Delivery efficient and effective services
 - Communities – working together to create strong and empowered communities
 - Wellbeing – supporting positive, safe and healthy lifestyles

3 Outcomes/outputs

- 3.1 The key outcomes for the leisure contract and service set by both Councils are highlighted below:
- Deliver a joint sustainable service with controlled costs and clear community benefit outcomes
 - Allow for local participation in future delivery
 - Achieve reductions in revenue costs
 - Draw in capital investment
 - Look for long term arrangements with responsibility for centres passing to the operator
 - Seek opportunities for future efficiencies, flexibility and service improvements
- 3.2 The leisure contract sets out specific performance indicators which Fusion will deliver through its plans and targets, these include:
- A more active district – through increased leisure centre usage and overall levels of physical activity.
 - Promoting community development – increase in use by target groups.
 - Improving health and wellbeing by increased use of exercise referral schemes, targeted health programmes.
 - Quality of Services – through maintaining and improving Quest scores, increased User satisfaction levels.
 - Sustainability/ Environmental improvements – through reduced CO2 emissions, reduced energy use and decrease in waste.

4 Options available and consideration of risk

- 4.1 The risks associated with the ongoing operation of the contract, have been minimised through the use of Sport England Standard contracts and outcomes, promoting best practice.
- 4.2 The contract includes the lease of the facilities to Fusion on a full repairing basis, removing previous historical complexities of shared maintenance responsibilities.
- 4.3 The contract places the responsibility for the financial delivery and payment of management fees with Fusion throughout the life of the contract.
- 4.4 Fusion have overall management responsibility for programming, prices, policies, marketing, maintenance, health and safety etc. to achieve the contract outcomes. As well for prices, it should be noted that these were held the same for the first 2 years of the contract. For this year, 2019, some of the prices – including membership fees and hire charges, will be increased accordingly to Fusion’s business planning and to meet the required outcomes.
- 4.5 In addition Fusion have responsibility for delivering Sports and Community Development across both areas, working with key local partners – Active Devon, clubs and schools. In West Devon this work is supported through a partnership with OCRA – Okehampton Community Recreation Association.
- 4.6 For contract monitoring this is undertaken through monthly contract meetings and reports, Quarterly performance reports and a Strategic annual report and meeting.

5 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Leisure is a discretionary service. The management of the council’s leisure centres are agreed in a formal contract agreement with appropriate reporting structures.
Financial	Y	The investment borrowing and contract payments were approved as part of the contract award.
Risk	Y	Mitigated through the formal procurement process and the business case appraisal.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	All leisure centres remain open and have activities open for all sections of the community
Safeguarding	Y	Relevant policies and practices in place through the contract.

Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	Y	Improved though better facilities and part of service delivery.
Other implications		none

Supporting Information

Background Papers:

Health and Wellbeing Procurement Outcome – Full Council July 2016
(33/16)

Appendix A – Fusion Annual Report 2018

Fusion Annual Review Presentation

**West Devon Borough Council
South Hams District Council**

Period : January - December 2018

February 26th 2019

Annual Review

Agenda

- annual performance covering 2018:
 - summary overview;
 - financial performance;
 - participation;
 - customer satisfaction;
 - health and safety;
 - facility management;
 - staffing;
 - marketing;
 - sports and community development;
 - capital developments.

Annual Review

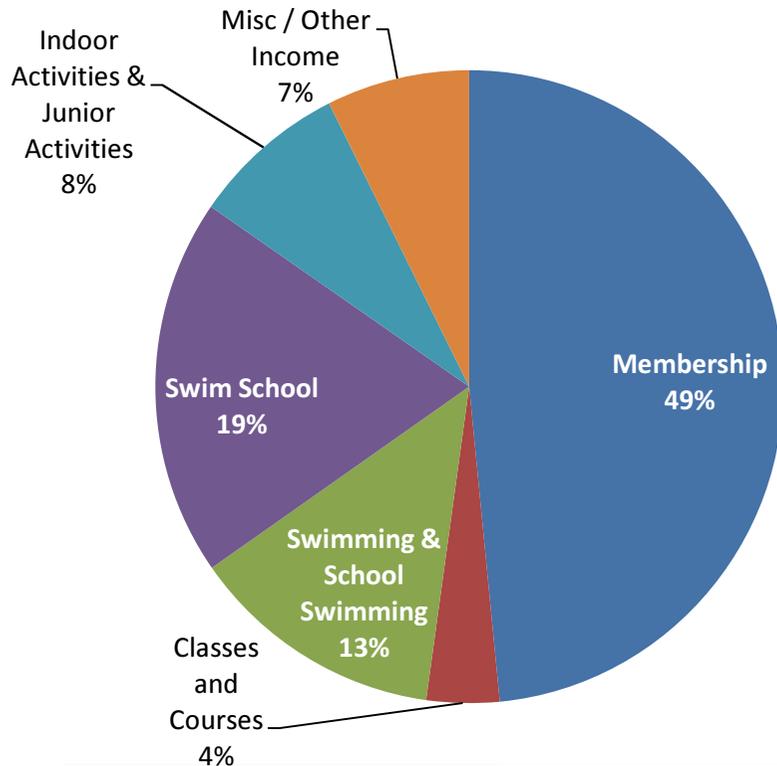
Performance Summary Overview

- total income: flat YoY
- total participation: down 4% YoY
- customer satisfaction score: up 7% YoY
- memberships: up 11% YoY
- swim school: up 5% YoY
- good progress made in health and wellbeing (SCD)
- good progress made in capital projects

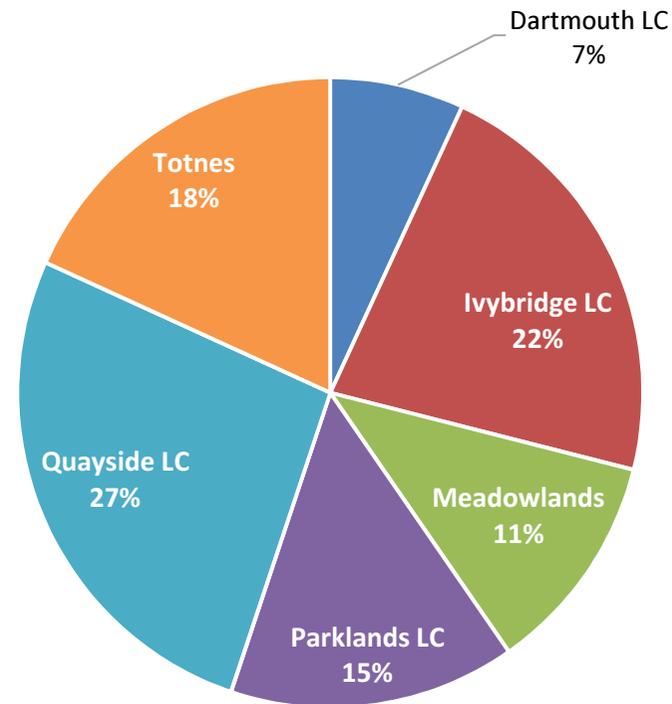
Annual Review

Financial Performance

- total income: £3.4m YTD
 - split by activity:



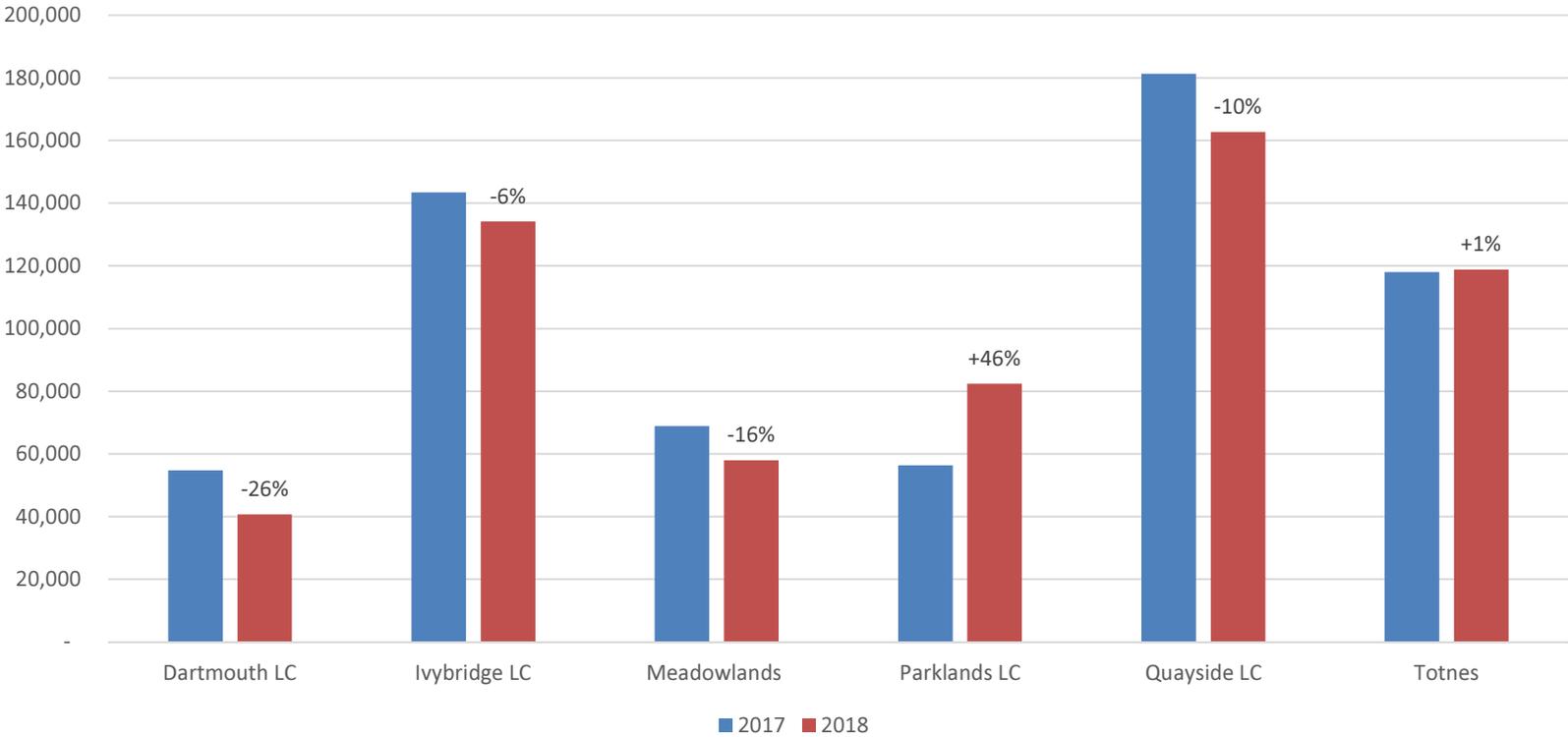
- split by centre:



Annual Review

Participation

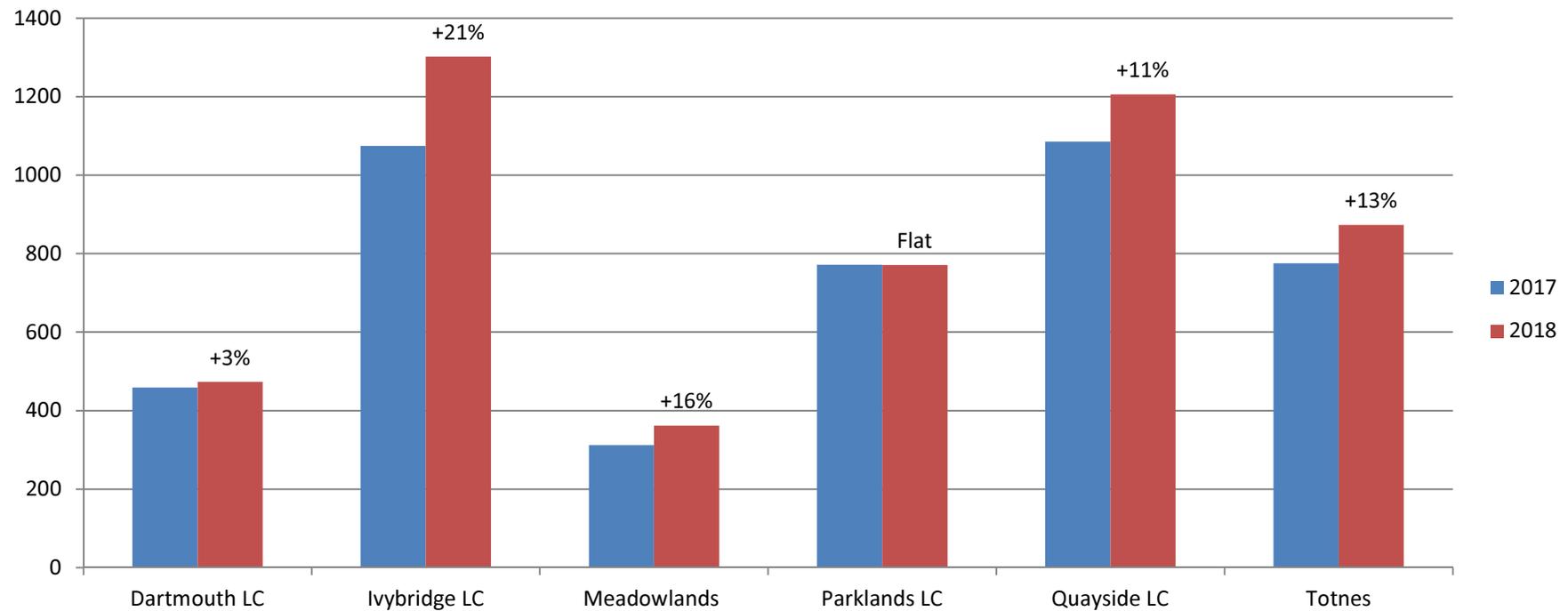
- total participation c.597k (Jan–Dec 2018)
 - down c.26k visits or -4% YoY
 - split by centre:



Annual Review

Participation

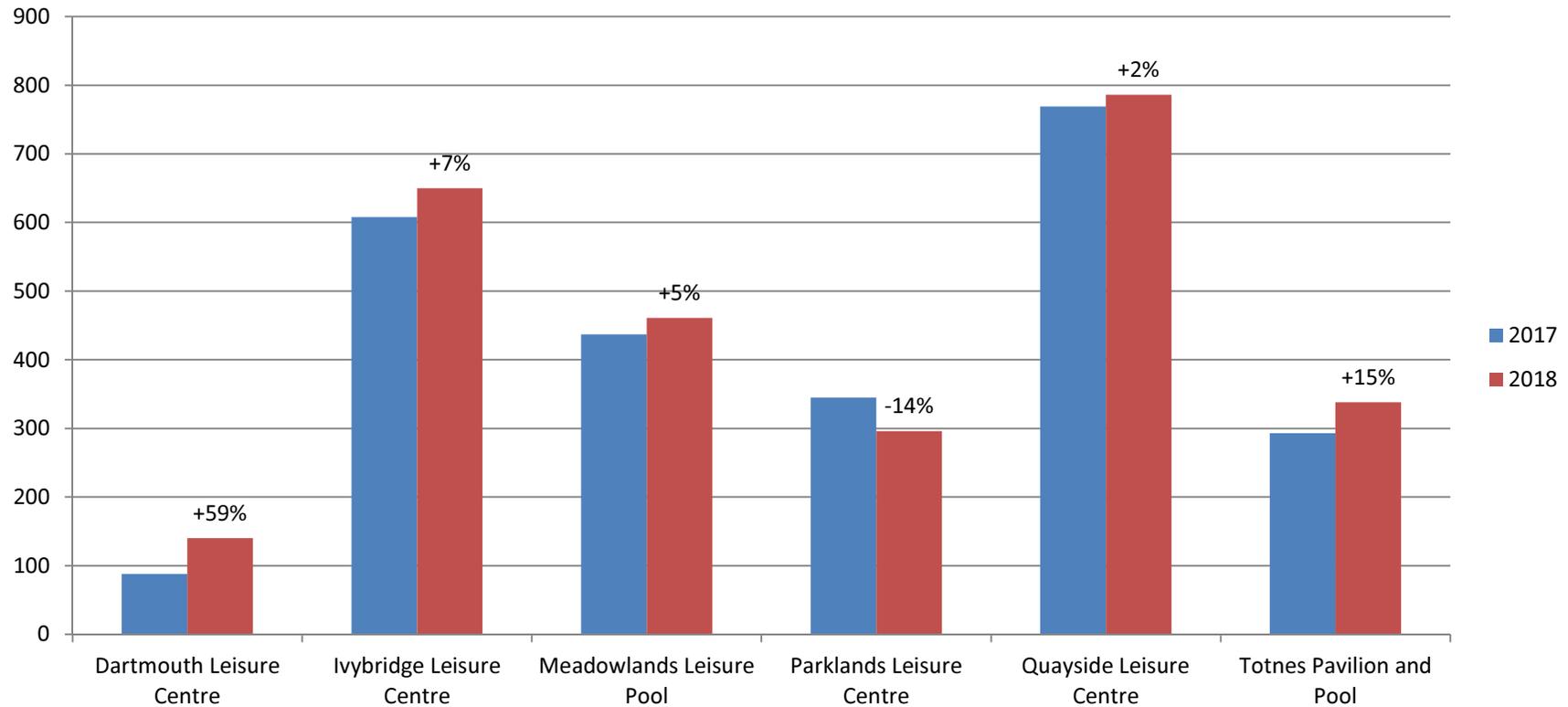
- memberships: 4,987 (up 11% or 510 DD's YoY)
 - DD: 4,388 (87%)
 - annual: 633 (13%)



Annual Review

Participation

- swim school: 2,671 (up 5% or 131 swimmers YoY)

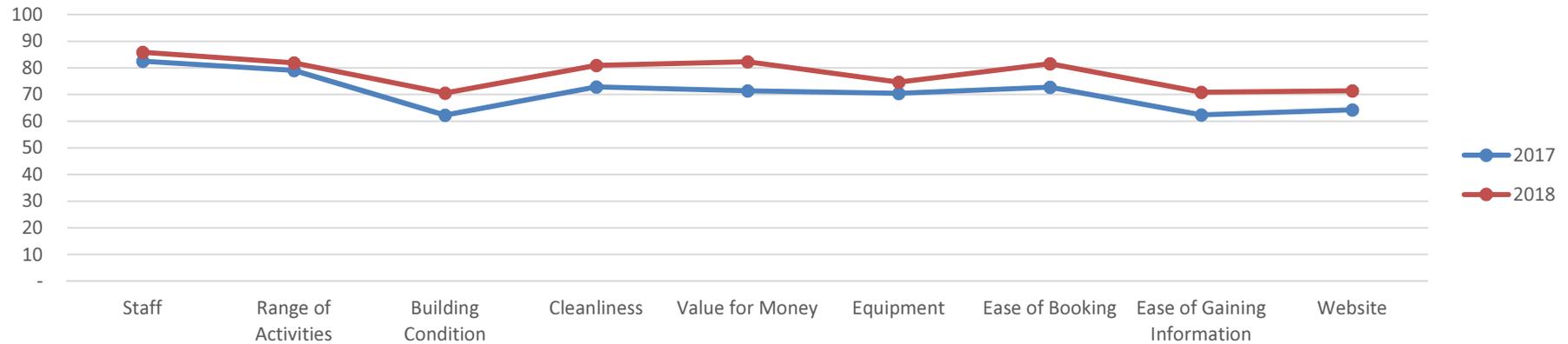


Annual Review

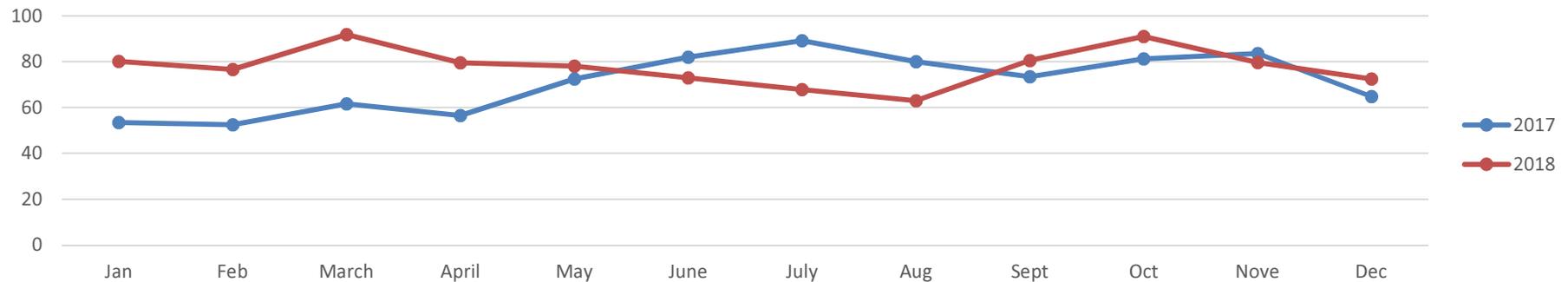
Customer Satisfaction

- 995 submitted PTUWYT comment cards
 - overall 78% average satisfaction

YoY by Category



YoY by Month

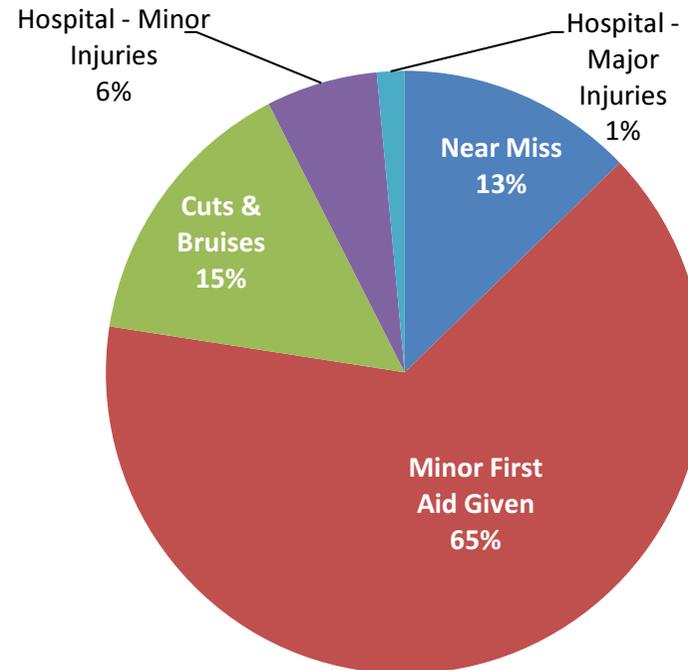
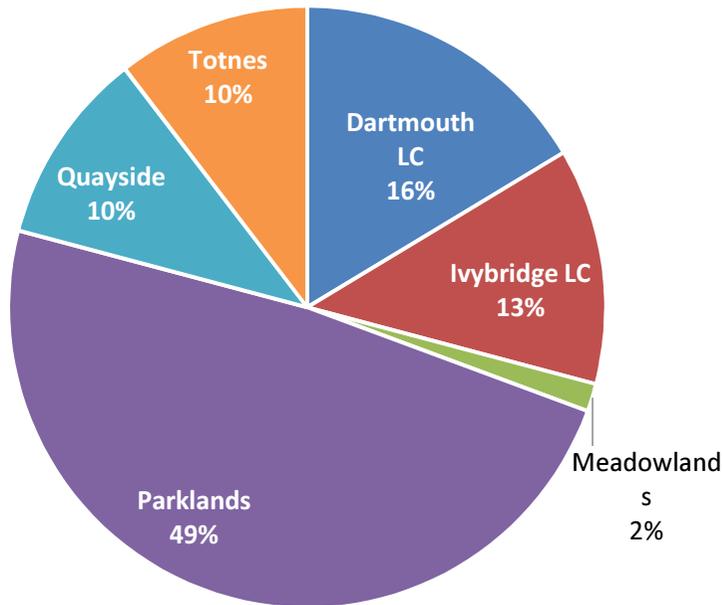


Annual Review

Health and Safety

- total accidents: 134 (down 55 accidents or -29% YoY)
 - accidents per 10,000 visits: 1.4 (down 1.5)
 - total incidents in 2018: 5

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Annual Review

Facility Management

- F360
 - 95% of scheduled inspections completed in 2018
- cleaning
 - 100% of planned cleaning tasks completed in 2018
- PPM
 - 100% of scheduled PPM completed across all sites in 2018
 - these have been performed around capital works
- key facility maintenance issues
 - Parklands moveable floor
 - review of utility usage
 - regular planned visits with Council Officers planned in 2019

Annual Review

Staffing

- key appointments/changes
 - Meadowlands GM: Lauren Parker on maternity leave, deputised by Miles Cheetham
 - 4FTE roles created at Meadowlands following the new gym and studio programme
 - OCRA continue to provide a key Sports Development Partnership with a new agreement agreed until 2021
 - 1 FTE created at Parklands to ensure coverage of the reception desk
- training and LMPD update
 - online training has 100% compliance
 - 4 key team members entered on the ILM Management Training Programme level 5 and 4 on the Level 4 programme
 - Leisure Professional scheme in Meadowlands will now be rolled out across the Fusion estate. ICON training will be the provider
 - 19 Leisure Professional in SHWD Contract
 - Meadowlands: 3
 - Parklands: 2

Annual Review

Marketing

- 'Your Way' summer campaign live from May–August - free activity pass, no joining fee and referral offers - promoted digitally, in centre and in print.
- Autumn campaign 'Focus on Fitness' live from September 1st – POS collateral consisting of banners, danglers, posters, flyers. Free pass and. Digital PPC and FB advertising to support.
- websites reviewed and updated weekly
- Parklands Grand Open day support materials, PR & promotions booked
- app usage now at 4,522
- social media – followers growing Facebook now at 6,980, Twitter 1,114 and Instagram 922

Annual Review

Marketing

- 10 for 9 swimming pass and 5 group exercise class pass promoted through email, social media, push notifications and in centre posters
- Swim School campaign - in-centre collateral and digital items being refreshed and dispersed round local schools
- Totnes – New gym and sauna promoted through email, app and website
- refurb updates on website and social media for Meadowlands, Ivybridge & Quayside – Flyers supplied for outreach
- Ivybridge – large wall display with artists impression of new pool installed

FITNESS... YOUR WAY

at Parklands Leisure Centre

45 MIN CLASSES
70% SACRAMENTON
50% IMPROVISED
70% GYM

Mix up your fitness... with over 20 different activities, plus 30 classes a week, the choice is huge.

What's your way?

NEW SUMMER PROGRAMME

Register today to get your FREE day pass...
www.fusion-lifestyle.com/yourway

Ivybridge Leisure Centre
COMING SOON
New Gym, New Studio,
New Café, New Open Sky Pool

Register for a free pass today
www.fusion-lifestyle.com/offers/free-pass

fusion Powered by Fusion Lifestyle, a registered charity committed to promoting the benefits of healthy lifestyles.

Fusion Lifestyle has invested £200,000 into Totnes Pavilion Leisure Centre

Your newly refurbished centre now features:

- Refurbished gym with all new industry leading gym equipment
- Refurbished & extended studio with great range of exercise classes
- New sauna

As well as the new gym, studio and sauna your local centre also includes:

- 25m indoor pool
- Sports hall
- Swim School
- Parties
- School's Out activities

Look out for further improvements coming soon!



Totnes Pavilion Leisure Centre
Borough Park Road,
Totnes, TQ9 5XW
Tel: 01803 862992

General public welcome plus great value memberships visit www.totnesleisurecentre.com for more information



Parklands Leisure Centre
NEW IMPROVED CENTRE
£250k INVESTED
REFURBISHED GYM
NOW OPEN

Register for a free pass today
www.fusion-lifestyle.com/offers/free-pass

fusion Powered by Fusion Lifestyle, a registered charity committed to promoting the benefits of healthy lifestyles.

FOCUS ON FITNESS!

at Totnes Pavilion Leisure Centre

Call us, drop in, or register today to get a FREE day pass...

www.fusion-lifestyle.com/offers

Totnes Pavilion Leisure Centre
10, Borough Park Road, Totnes, TQ9 5XW.

01803 862992

- + new gym
- + new studio
- + 40+ classes per week
- + 25m swimming pool
- + swim school
- + sports hall
- + school's out activities
- + big day parties
- + café
- + badminton
- + much, much more!

T&V only
See www.fusion-lifestyle.com for details.



GRAND OPEN DAY

FREE OPEN DAY!

at Parklands Leisure Centre
Saturday 13th October, 10am - 4pm

To celebrate the completion of the new gym and new **INTENSITY** exercise studio we are throwing open our doors to local residents. **EVERYTHING IS FREE** from 10am - 4pm.

Come and enjoy a FREE day at your new and improved leisure centre

- SWIM in the lovely 25m pool
- Try the latest and best new GYM equipment
- Try the amazing new **INTENSITY** studio
- ENJOY a fun GROUP EXERCISE CLASS
- PLAY BADMINTON in the Sports Hall
- Kids can take a SWIM SCHOOL assessment and meet our teachers

PLUS:

- Special offers on membership
- Putting
- Centre tours
- Competitions
- Health screening checks
- Nutritional advice
- Personal training taster sessions
- Music and float sessions in the pool

For express entry register for the free open day at www.parklandsleisurecentre.com

Parklands Leisure Centre
Simmons Park, Okehampton, EX20 1EP
01837 659154

Powered by Fusion Lifestyle, a registered charity committed to promoting the benefits of healthy lifestyles.



Annual Report

SCD

Our impact, achievements & highlights in partnership with OCRA ...



- Target Groups
 - Older people
 - Young people
 - Disability
 - Women & Girls



Increasing Participation

Supporting Clubs & Communities

- Sports club & school support
- Coach education
- FANS scheme
- Community events



Improving Health & Wellbeing

Recognition, Promotion & Funding

- Health improvement schemes
- Partner engagement

- Quest
- Press releases
- Social media
- National campaigns
- Funding



Increasing Participation

6 new adult sports sessions delivered
Several new fitness classes added to the programme
8 new junior activities added to the programme
9 school festivals & tournaments delivered
Worked with 7 disability groups
21 (Average) weekly attendance at Youth Nights at 4 centres
9 different activity/classes available for over 50s
2703 people on Swim School (at 1st Dec)

Supporting Clubs & Communities

Ongoing work with 60 clubs
Hosted 4 coach education courses
40 members on the FANS scheme
Working with 9 NGBs locally
Delivered at 10 community events
26 teams entered into South West Youth Games in Dawlish
Support to over 35 schools

Health & Wellbeing

328 GP Referrals received (at 31st Dec)
4 targeted health groups e.g. Pulmonary group
Engaged with 36 partners who share objectives to improve Health & Wellbeing including Councils, Town Councils, NHS, GP surgeries, Youth groups, CVS, Active Devon, Age UK etc.
35 health checks provided to Council staff as part of workplace health.

Recognition, Promotion & Funding

7 Press releases
Supported 5 National Campaigns
Social media posts 3 times a week using #FusionSCD
£54,387 Funding achieved in 2018
(Fusion - £19,652, OCRA - £7,150 , Partners - £27,585)
£4,000 funding secured for 2019
£3,724 Funding bids submitted and awaiting outcomes

Capital Developments: 2018

Annual Review

Capital Developments

- Meadowlands: works commenced 4th December 2017
 - wet change refurbished Spring 2018
 - new Gym opened 14th January 2019
 - new café opened 14th January 2019 with servery into park
 - studio opening 18th February 2019
- Parklands fully completed 1st Nov 2018
 - new air conditioning in the gym and studio
 - Intensity studio replacing the upstairs offices
 - new gym equipment and sound system introduced
 - new studio equipment, including spin bikes
 - turnstiles introduced in reception
 - new dry side boilers
 - new pool pumps

Annual Review

Capital Development: Meadowlands

Before:



After:



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South Hams / West Devon & Fusion Lifestyle

Annual Review

Capital Development: Meadowlands

New Gym:



South Hams / West Devon & Fusion Lifestyle

Annual Review

Capital Development: Meadowlands

New Gym:



South Hams / West Devon & Fusion Lifestyle

Annual Review

Capital Development: Parklands



Annual Review

Capital Development: Parklands



Looking Forward: 2019

Annual Review

Looking Forward

- Parklands Intencity studio to attract new clientele from a wider catchment area
- improved links with existing clubs and organisations via partnership working with OCRA, particularly in Tavistock
- GP referral scheme to be introduced at Meadowlands
- improved links with schools to provide sporting facilities for their needs including sports days, swimming galas and one off events
- KPIs cover 3 key categories: A More Active District, Service Quality and Community Development & Promotion:
 - increase total participation, membership figure, swim school figure by 10-15%
 - increase target group participation: Under 16s, 60+ and disability and female participation by 10-15%
 - increase customer satisfaction score by 3-5%
 - maintain Quest Accreditation at each centre

Fusion Annual Review Presentation

**West Devon Borough Council
South Hams District Council**

Period : January - December 2018

February 26th 2019

Agenda Item 8

Report to: **Overview and Scrutiny Committee**
Date: **26 February 2019**
Title: **Community Safety Partnership**
Portfolio Area: **Customer First**
Wards Affected: **All**
Relevant Scrutiny Committee: N/A

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: **Rebecca Hewitt/Louisa Daley** Role: **Chair, Community Safety Partnership/Community Safety Specialist South Devon and Dartmoor Community Safety Partnership**

Contact: Rebecca.hewitt@teignbridge.gov.uk
Louisa.daley@swdevon.gov.uk

RECOMMENDATION

That Members identify any issues to be raised at the next Community Safety Partnership meeting.

1. Executive summary

The purpose of this report is to provide Members with the opportunity to scrutinise the work of the Community Safety Partnership (CSP) as defined by Sections 19 and 20 of the Police and Justice Act 2006 and the Crime and Disorder (Overview & Scrutiny) Regulations 2009.

2. Background

South Devon and Dartmoor CSP operates across Teignbridge, South Hams and West Devon and is a statutory partnership.

3. Outcomes/outputs

The CSP is intelligence led and delivers in the context of the Devon Strategic Assessment and also the Police and Crime Plan that is owned by the Police and Crime Commissioner. The CSP continues to focus on the most vulnerable within our community in response to information provided by the Devon Strategic Assessment and any emerging threats or risks.

The CSP works collaboratively across Devon and the Peninsula to tackle issues such as child sexual exploitation, modern slavery, drug misuse, prejudice related crime, preventing violent extremism and domestic violence and abuse.

In 2017/8 the CSP received a £25,000 grant of Safer Communities funding from the PCC via the Safer Devon Partnership, in 2018/19 the CSP will receive the same amount. This funding pays for specific projects, some of which are listed below.

KEY ACHIEVEMENTS

Achievements across the whole of South Devon and Dartmoor CSP area

- Introduced, working closely with Splitz (Devon's then Commissioned Service for Domestic and Sexual Abuse services) South Devon Domestic and Sexual Abuse forum
- Regular engagement with South Devon MARAC (multi-agency risk assessment conference) to create safety planning for those experiencing domestic abuse in South Devon
- Extremely positive relationships developed and maintained with secondary schools in Teignbridge, West Devon and South Hams resulting in thematic meetings and work identified around gang culture and drugs
- Identified through our close work with schools, then developed with Devon County Council, the *Healthy Relationships programme*, to be introduced to all schools in Devon
- Supported Domestic and Sexual Violence survivors by providing support equipment such as alarms
- Supported DHR (Domestic Homicide Review) number 6 and promoted the findings of this to relevant partner agencies
- Facilitated the delivery of Tender – a healthy relationship programme to schools – with SAFE (Stop Abuse For Everyone)

- Host the Vulnerability Forums through the ASB (Anti-Social Behaviour) meetings and created a process for referrals from partner agencies
- Continued close working with Integrated Offender Management
- Delivered bite size training sessions for staff and partners to understand the implications of County Lines and cuckooing
- Delivered training to over 250 taxi drivers to understand and identify risk factors in child sexual exploitation (CSE), modern slavery and trafficking
- Facilitated the delivery of Gemma's Wardrobe – a theatre style education package to Year 9 in 10 secondary schools (approximately 2000 young people) in South Devon around drugs, alcohol and exploitation
- Worked with partners to identify and mitigate risks around planned CSE units in South Devon
- Provision of ASB service across SDD which included discussions about vulnerable adults as part of ASB meeting structure
- Engagement with Operation Venus to address use of Psychoactive Substances and drug misuse in South Hams
- Engagement with Operation Hazel to address use of drugs following tragic death of teenager in Newton Abbot
- Engagement in the Devon and Torbay Prevent Partnership
- Co-ordinated and ran the annual forum event at Rattery Village Hall, attended by 86 delegates showcasing the work of the CSP
- Supported development and contributed to development of the Be Curious campaign and distributed the campaign to partners
- Engagement in Operation Huntsman to address Modern Slavery
- Engagement in work across Devon to ensure consistency with the National Referral Mechanism in relation to Modern Slavery
- Facilitated raising awareness of Extreme Right Wing symbolism to ensure reporting of any occurrences to Prevent Leads
- Facilitated and led engagement in South Devon in Project Genesis, the Neighbourhood Policing Review. Findings and feedback was sent via the Chair of the CSP to the Police Crime Commissioner following two CSP engagement events with partners
- 3 Phoenix courses held to address ASB in young people delivered
- Use of Multi Agency Response team approach around issues such as needle and drug paraphernalia finds in public toilets
- Safeguarding at events products produced for delivery in 2019
- Local Delivery Plan 2017/8 72 green status, 24 amber and 4 red
- Suicide Intervention briefings to partners 262 pledges so far

Achievements specific to West Devon

- Facilitated training on safeguarding and child sexual exploitation to 95% taxi drivers
- Gemma's Wardrobe - 324 Year 9 students saw a theatre production and participated in follow up workshops on alcohol, drugs and child sexual exploitation through work with Okehampton and Tavistock Colleges

- Continuing to maintain and develop close working with all three West Devon secondary schools to address and raise awareness of community safety issues including drugs, Prevent and missing episodes linked to exploitation. This model is seen as best practise across Devon
- Provided all schools with materials to assist in Prevent campaigns aimed at young people such as "Run, Hide, Tell"
- Facilitate and chair Okehampton Matters meetings on a quarterly basis, where Town and Parish Councillors meet with Community Safety Specialist and Anti-Social Behaviour Officer and Police and address local problems
- Re-introduce Tavistock Matters meeting, similar to Okehampton Matters meetings as above
- Following recommendation from the Overview and Scrutiny Committee in November 2017 Members requested training opportunities to learn more about the work and responsibilities of the CSP. This training was completed in February 2018 and 10 Members from WDBC attended
- Five "Moorwatch" canvas banners commissioned through the CSP and distributed to Police and Dartmoor National Park to display in beauty spots with high car crime areas significantly reduced the number of thefts from motor vehicles on the moor

Achievements in Anti Social Behaviour – West Devon

- In January 2018 the existing Alcohol Designation Orders were transferred to Public Space Protection Orders (PSPO) concerning the consumption of alcohol and Anti-Social Behaviour (ASB.) The areas the PSPO's covered were discussed with the local policing team to ensure that they covered the area's most causing the Police concern. The PSPO gives the Police the same powers to request people surrender alcohol within the designated area. If they fail to surrender the alcohol they commit a criminal offence. The PSPO does not apply to young people found with alcohol.
- In April 2018 following extensive multi-agency working between Livewest (Registered Social Landlord) the ASB officer and Police in Okehampton, an anti-social behaviour repossession order was granted for a tenant in Drewsteignton. This followed numerous criminal offences involving the tenants' dog and incidents of ASB towards neighbours and other residents in Drewsteignton. This was one of 4 repossessions obtained by Livewest in West Devon.
- There have been 2 Community Trigger activations within West Devon both related to long running neighbour disputes. Both were in Tavistock. A review meeting to discuss all aspects of the 2 disputes were called. The results from both review meetings was that both the Police & WDBC had taken every possible action. This information was relayed back to the two parties in person.
- There is continued engagement with the monthly ASB meeting with regular attendance by Police, Registered Social Landlords & West Devon Borough Council.

4. Options available and consideration of risk

The CSP has adopted an intelligence led approach and is directed by the findings of the Peninsula Strategic Assessment. Each year a workshop is held which includes representatives from statutory partners to review the Devon Strategic Assessment and agree the projects for the following year. This becomes the Local Delivery Plan. Spend of the budget relates to those priorities agreed annually. Due to the proactive nature of the work it is essential that responses are also made to emerging issues and threats.

A serious emerging threat, established by evidence gathered in locations inside our own area and in neighbouring districts, is co-ordinated groups of youths perpetrating ASB. The CSP is likely to prioritise and invest significant resource next year in co-ordinating partner interventions to reduce this activity and safeguard young people against this threat.

5. Proposed Way Forward

The main considerations for members include –

- The Chief Constable of Devon and Cornwall Police has a mission statement to detect and prevent crime; protect the vulnerable and reduce crime. This creates a clear focus on safeguarding. This approach is mirrored in the priorities of the CSP.
- The CSP will continue to engage all statutory partners in the development of the Local Delivery Plan which sets out the work of the CSP directed by the Peninsula Strategic Assessment.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		The CSP works under several sections of legislation including – Crime and Disorder Act 1998 Police Reform Act 2002 Anti-Social Behaviour Act 2003 Police and Justice Act 2006 Policing and Crime Act 2009 Section 9 of the Domestic Violence, Crime and Victims Act (2004). Anti-Social Behaviour, Crime & Policing Act 2014
Financial		2017/8 income to the CSP included a £25,000 grant of Safer Communities funding from the PCC

		<p>via the Safer Devon Partnership and contributions from agencies and income to support specific projects.</p> <p>West Devon Borough Council costs for 2017/8:</p> <p>Total contribution £ 41697</p>
Risk		The report is for information and as such there is no risk associated with decisions to set out.
Comprehensive Impact Assessment Implications		
Equality and Diversity		The CSP addresses issues including hate crime and specific crimes relating to vulnerable members of the community such as distraction burglary.
Safeguarding		CSP staff engage in a number of safeguarding forums and promote effective safeguarding practice in their work. This links to internal Council safeguarding. Currently the Community Safety Specialist is also the Safeguarding Specialist at WDBC.
Community Safety, Crime and Disorder		The report details the many implications on Community Safety of West Devon Borough Council's engagement in the CSP.
Health, Safety and Wellbeing		The CSP works closely with public health and other partners on health and wellbeing issues including alcohol and licensing.
Other implications		

Background Documents:

None

Report to: **Overview and Scrutiny Committee**

Date: **26 February 2019**

Title: **Safeguarding Update**

Portfolio Area: **Corporate Services**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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: **Louisa Daley** Role: **Safeguarding Specialist**

Contact: Louisa.daley@swdevon.gov.uk

RECOMMENDATIONS

That Members:

- 1. review safeguarding as an annual standing item;**
- 2. make suggestions for other safeguarding items to be included in the next report; should Recommendation 1 be agreed;**
- 3. are sighted on how we meet our safeguarding duties, measures in place and associated risk;**
- 4. support safeguarding briefings for new and existing Members after May 2019; and**
- 5. support a safeguarding policy review in 2019/20.**

1. Executive summary

The purpose of this report is to provide Members with the opportunity to scrutinise and review Safeguarding practise and procedure following recommendations from Internal Audit in October 2017 that Safeguarding should be highlighted as a standalone topic due to its complexity.

2. Background

South Hams and West Devon Councils Internal Audit team, working in conjunction with Devon Audit Partnership looked at Safeguarding as a separate item for the first time in September 2017. The report was published in October 2017 (appendix A), with overall Audit Opinion being that Safeguarding was of a GOOD standard.

Five areas were covered, as detailed below, with two of these areas meeting a HIGH standard.

- 1. The governance arrangements are sufficiently robust – HIGH standard
- 2. Statutory requirements are complied with – GOOD standard
- 3. There are suitable partnership agreements in place with other organisations – GOOD standard
- 4. Policies and Procedures are adequate to support the Councils work – GOOD standard
- 5. There are suitable financial arrangements – HIGH standard

3. Outcomes/outputs

The Safeguarding Specialist meets with other District Council Safeguarding Leads on a quarterly basis to share good practice and meet with both the Devon Adult and Children Safeguarding Boards to ensure that compliance continues and areas of risk are known, then mitigated through work with Devon County Council or within West Devon Borough Council (WDBC.)

Annually WDBC is obliged to complete the statutory document – Section 11 Audit Report which places duties on us to ensure that our functions and any services that we contract out to others are discharged and have regard to the need to safeguard and promote the welfare of children. This report has highlighted areas – such as our telephone welcome message – where there was not compliance. This message has now been amended.

The partnership we have between other agencies and partnerships is strong. One of the closest working partnerships is with the **Community Safety Partnership** where several safeguarding issues have been addressed. These areas include the Taxi Driver training in how to identify child sexual exploitation and trafficking and the Suicide Intervention briefings. Other areas include regular engagement with the **MARAC** (Multi Agency Risk Assessment Conference) which risk manages residents who experience Domestic and Sexual Violence, demonstrate how essential partnership working is. **The Devon and Torbay Prevent Partnership** is also a close working partner, the safeguarding lead has regular updates on any terror threats in our area and the latest updates and recommendations for local councils, including online security.

In addition to external stakeholders, the breadth of safeguarding referrals and queries being highlighted from staff other than the “traditional” routes housing staff, continues to increase. Staff from building enforcement, planning, environmental health and customer services, in addition to housing staff, have all highlighted issues within the last few months. This is likely to be directly correlated to an increase in staff briefings, small group sessions with Customer Service Teams and articles in the Friday Flash to continue to highlight safeguarding and embed as part of WDBC every day considerations. Educating and supporting staff with safeguarding queries will continue as part of daily business.

A Safeguarding plan has been created in Devon and WDBC is held in high regard by other Devon district councils as leading areas of work in this field due to the safeguarding work and projects demonstrated.

Due to collaboration with other district councils we are able to maintain a good level of Safeguarding management in areas such as policy – where all districts use the same policy, which was jointly agreed and adopted by councils in New Devon, in order that agencies such as social care and police need only reference one safeguarding policy across Devon. Procedure and delivery differ across Devon however.

4. Options available and consideration of risk

Safeguarding by its very nature carries a degree of risk. The client group is vulnerable and sometimes chaotic.

WDBC minimise these risks by the ongoing training of staff, safeguarding champions who have expert knowledge, close working relationships with agencies such as the police and the procedures put in place.

WDBC is proactive in projects and staff training. The Suicide Intervention Toolkit arose due to the increase in calls received by Council staff from members of the public who advised staff that they were thinking of suicide. Briefing sessions were held in the Council Chamber at Kilworthy Park in November. Sessions were an hour in duration and all agencies took away Suicide Intervention Toolkits, kits created to provide information and signposting for staff – the main message being “It’s safe to talk about suicide” and providing delegates with the tools to support them in such circumstances. The training was dual, to safeguard our staff when in these situations professionally but also to be able to provide information and advice to anyone calling or visiting the offices who is suicidal.

In 2019/20 the current safeguarding policy will require review, this has been factored into the work stream for the next financial year.

5. Proposed Way Forward

This is the first Safeguarding report for Overview and Scrutiny committee to consider. Members are required to confirm that Safeguarding should be included on the annual work plan for Overview and Scrutiny committees going forward.

Should Members have suggestions for items to be considered in the next report then they should advise the safeguarding specialist accordingly.

Member training in safeguarding requires ongoing support and this has been identified as a need going forward. An online training package is currently being developed between the safeguarding lead and Human Resources team and should be rolled out before April 2019 to staff and Members. Group training and briefings are also important in addition to online training. Following elections in May 2019 a refresh in safeguarding briefings for new and existing Members would be preferable.

The safeguarding lead/specialist should continue to develop the W2 safeguarding processes in order to obtain more detailed reports as necessary.

The safeguarding lead/specialist should review the corporate safeguarding policy.

6. Implications

Implications	Relevant to proposals Y/N	
		To support ongoing training for staff and members to further highlight safeguarding in all its forms.
Legal/Governance		Crime and Disorder Act 1998 The Children Act 2004 Section 9 of the Domestic Violence, Crime and Victims Act (2004). The Care Act 2014 Anti-Social Behaviour , Crime & Policing Act 2014 Modern Slavery Act 2015
Financial		Minimal training budget required for safeguarding leads and some specialist housing staff. Safeguarding lead will then train non specialist staff to an appropriate level.
Risk		The report is for information and as such there is no risk associated with decisions to set out.
Comprehensive Impact Assessment Implications		
Equality and Diversity		Safeguarding legislation and WDBC procedures are applied in conjunction with equality and diversity standards.

Safeguarding		Safeguarding standards, information and signposting is open to residents, customers AND staff of WDBC.
Community Safety, Crime and Disorder		Where safeguarding crosses with community safety and crime issues the safeguarding specialist will liaise with the community safety specialist.
Health, Safety and Wellbeing		The safeguarding lead works closely with public health and other partners on health and wellbeing issues including drugs, suicide, trafficking.
Other implications		n/a

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Agenda Item 10

Report to: **Overview & Scrutiny Committee**
Date: **26 February 2019**
Title: **Quarter 3 Performance Measures**
Portfolio Area: **N/A**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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:

That Members note:

- 1. the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.**
- 2. the proposed format and give consideration and approval of the new format**

1. Executive summary

Performance measures for Quarter 3 have generally continued at a high level with only 2 measures at 'red' for this quarter.

The % of Benefits change of circumstances completed online has taken a dip this quarter but changes are already underway to increase the uptake

and therefore speed of completion for customers submitting changes of circumstances. Calls answered in 20 seconds has been improving and was above target level for December and is approaching target for the quarter.

A low level of complaints was maintained for the quarter. Sickness levels are higher than previous quarters, but this is a similar trend that is seen in previous years, and the average for the year to date is still significantly lower than the public sector average.

A new format for displaying performance reports is attached for consideration, to better show trends within the data. It is graphically based and as such contains a lot more information than the text based report, with data going back up to three years. It is designed to be viewed online as the online page enables access to all the data behind the charts. Adoption of this approach would be coupled with a simpler narrative report, similar to the final column on the current background report whilst retaining the exception report format.

Live O&S dashboard can be viewed at:

<https://swdevon.pentanarpm.uk/portalgroups/view/3843/wd-o-s>

Note: Pentana has rebranded as Pentana Risk but the software remains the same.

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. There is an ongoing review of performance indicators that are considering the Council Strategy and current emphasis on Customer Service. There is a downloadable app from the council catalogue for Pentana (the new name for Covalent), or it can be accessed from swdevon.pentanarpm.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 – Updated with information on the reason for certain targets

Appendix D is the Development Management measures

Appendix E is a screen shot view of the graphical report format

4. Options available and consideration of risk

Dashboards can be tailored by type, interest or area. We have updated the customer contact centre dashboard, a planning and planning enforcement dashboard, and 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 consider the proposed report format and corresponding dashboard online and consider whether the format offers an improvement over the current format.

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
- Appendix E – Screen Shot view of the graphical report format

Background Papers:

None

Corporate Balanced Scorecard

Community/Customer

Q2	Q3	
		Overall waste recycling rate % (Provisional)
		Residual waste per household (Provisional)
		Average no. of missed bins
		CST: % of calls answered
		CST: % of calls answered in 20 secs
		CST: % calls answered in 5 mins

Online uptake

Q2	Q3	
		% of Benefits new claims online (IEG4)
		% of Benefits change of circumstances online (IEG4)
		Ratio of web/call-post-email submissions (W2)

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.

Processes

Q2	Q3	
		% of planning applications determined within time frame
		Major
		Non-Major
		<i>Other – no longer report this distinction. Applications captured above</i>

Q2	Q3	
		Avg End to End time Benefits New Claims
		Avg End to End time Benefits Change of circumstances

Performance

Q2	Q3	
		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	Q3 17/18	2017/18	Q3 2018/19			18/19	Comment (If Applicable)
			YTD or Total		Total	Avg Time (Days)	Total no. of complaints YTD	
Planning Enforcement	Pat Whymer	228	-	206			-	<p>See Appendix D for more data</p> <p>This is now the total figure for all enforcement caseload rather than separating out the historic backlog.</p> <p>Cases closed: Q3 - 29</p>
<p>All: Complaints received</p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>	Area	Complaints rec. last qtr Q2 2018/19		Total	Avg Time (Days)	Total no. of complaints YTD	<p>This breakdown of area and average time to complete timings is only available for the completed complaints.</p> <p>28 complaints were logged during the quarter. 15 were service issues that was dealt with immediately and isn't a formal complaint. There was 1 complaint that was for another organisation.</p> <p>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</p> <p><u>Ombudsman Complaints</u></p> <p>0 received during the quarter.</p>	
	Council Tax/NNDR	1	Council Tax/NNDR	-	-	3		
	Customer Services	-	Customer Services	-	-	2		
	Planning	2	Planning	6	33	14		
	Waste	4	Waste	3	22	42		
	Commercial Services	1	Commercial Services	1	11	3		
	Parking	1	Parking	-	-	1		
	Benefits	1	Benefits	-	-	1		
	EH	2	EH	3	35	5		
	Housing	-	Housing	-	-	-		
	Strat Planning	-	Strat Planning	-	-	-		
	Total	12	Total	13	29	71		
Service Issues	33	Service Issues	14	-	65			
All: Compliments received				Service	No.	YTD	<p>We re-launched the compliments process towards the end of this quarter after limited uptake previously.</p>	
				Assets	-	1		

Performance measure	Managed By	Q3 17/18	2017/18	Q3 2018/19		18/19	Comment (If Applicable)
			YTD or Total			YTD or total	
Compliments logged against each Service per quarter. Highlights changes over time and the effects of initiatives.				Commercial Services	-	3	It asks for: service area, team (or staff member), type (helpfulness, solved a problem, above & beyond the call 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.
				Comms	-	-	
				Council Tax	-	-	
				CST	6	40	
				Domestic Waste	4	22	
				Housing Advice	-	1	
				Housing Benefits	1	3	
				ICT	1	2	
				Localities	-	1	
				Planning	1	2	
Street naming and numbering	-	1					
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	128	YTD 292	146		227	Equivalent to 1.62 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE. Average over the year of 0.84 days/qtr Five instances, one has returned to work and the others are still on long term sickness.
Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	124	YTD 212	117		223	Equivalent to 1.33 days/FTE for the quarter. Average over the year of 0.83 days/qtr 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 with on Switchboard 2) Revenues - Move 3) General enquiry - dealt with 4) DHC - Application Query		-	Last Qtr 1) Call dealt (1st) with on switchboard 2) Garden Waste renewal 3) Garden Waste - Manual Payment 4) Garden Waste - New subscription

Performance measure	Managed By	Q3 17/18	2017/18	Q3 2018/19	18/19	Comment (If Applicable)
			YTD or Total		YTD or total	
				5) Take a Payment		5) Move - (1st) 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) Letter of Representation 2) Recycling sack/waste container request 3) General waste enquiry 4) General planning enquiry 5) Pest control request	-	1) Garden waste subscription 2) Letter of Representation 3) Missed waste report 4) General waste enquiry 5) Planning application enquiry
% of customer contact through online interaction (Workflow360) Demonstrating channel shift	Kate Hamp	55%	55%	59%	Q2 18 49%	Figures seem to be settling around 50% of all transactions. Additional online routes are coming on stream to keep the channel shift progressing and improvements to existing processes to increase automation keep being made. There are additional access routes that are being offered if it provides a better customer experience, such as IEG4, Goss webforms, etc, which keeps the online interactions increasing across all services. They are currently a low proportion compared to W360 processes so the W360 gives a good indication of online interaction.
Total number of online transactions	Kate Hamp	17846	55966	Workflow360(W2): 17161	49368	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>

Performance measure	Managed By	Q3 17/18	2017/18	Q3 2018/19	18/19	Comment (If Applicable)
			YTD or Total		YTD or total	
Nuisance complaints Received	Ian Luscombe	63	246	57	272	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	Oct 2018	Nov 2018	Dec 2018	Q3 2018/19		Action Response
			Q2	Value	Value	Value	Value	Target	
% of Benefits change of circumstances completed online (IEG4)	Lorraine Mullineau x		19.8%	10.4%	9.5%	7.7%	9.2%	25%	<p>This is a relatively 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.</p> <p>The number of applications via other means (although generally dropping over the last year) was slightly higher than the previous quarter and a corresponding drop of around 80 applications was responsible for this drop in %.</p> <p>This trend was similar in both West Devon and the South hams. In order to improve the online uptake we are updating the form so it displays better on smaller screen devices, mobiles and tablets. The rise in the use of these devices is ever increasing and this should make it easier to navigate and fill in the form from any device. The form is currently being tested with planned deployment in early Feb.</p>
% of calls answered in 20 secs	Anita Ley		31%	24%	38%	54%	39%	50-80%	The measure keeps improving with December back above target level and the quarterly average approaching target level.

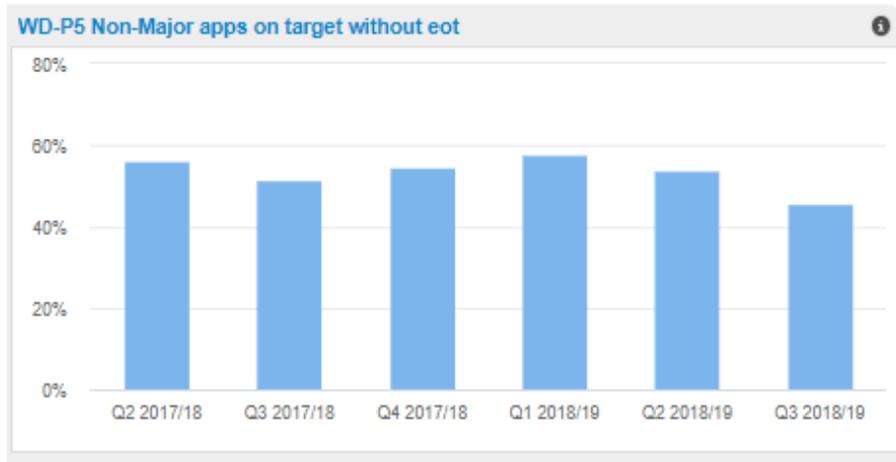
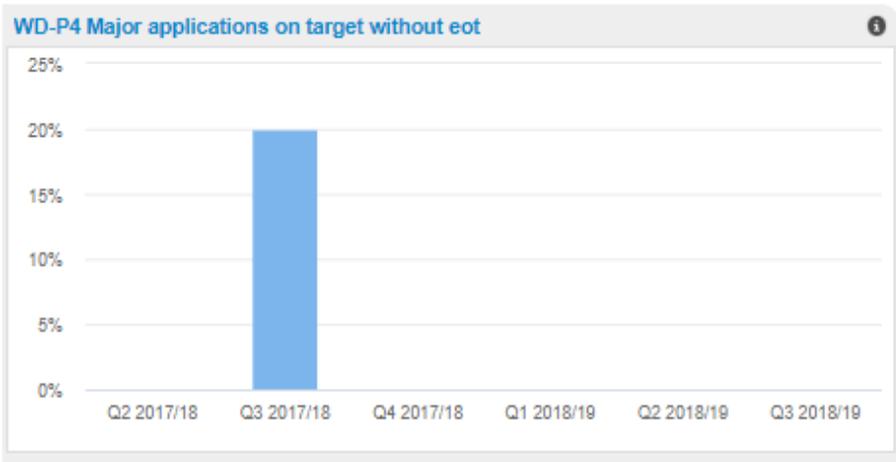
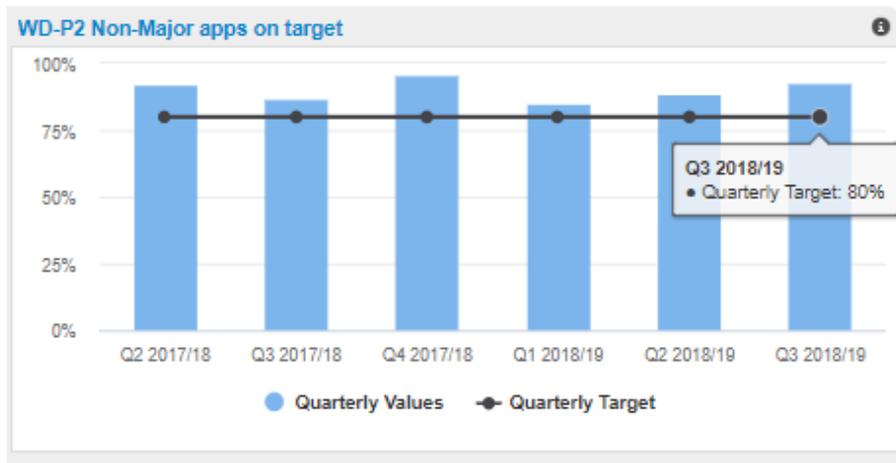
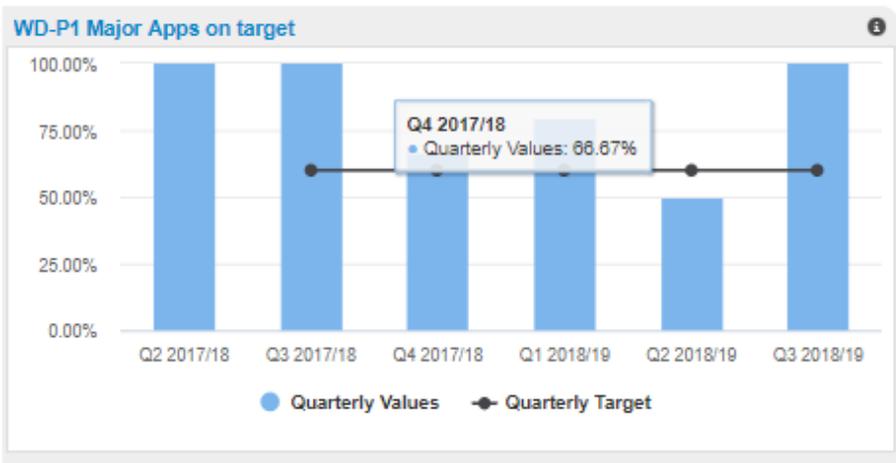
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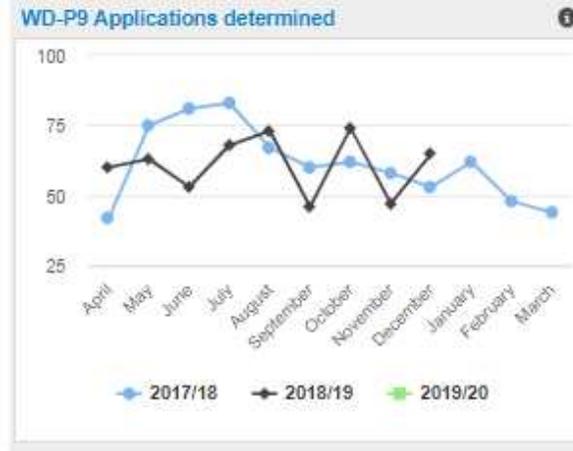
Measure	Target	Explanation	Reason for target
Overall waste recycling rate %	55%	A combination of recycling, re-use & composting for household waste. Changes in legislation can have a large effect of rates.	A self-set stretching target based on historic collection rates and current ambitions. Different recycling waste streams are included/excluded and this can change dependent on national/local priorities so comparison with historic data can be hard
Residual waste per household	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg per fortnightly collection per household	There is a need to manage waste that cannot practically or economically be recycled. This measure is a stretching target based on our historic collection levels but too strong a focus on weight means that it may reduce the focus on lighter waste streams that may have better environmental outcomes, such as plastic.
Avg number of missed bins	<75 per 100,000	A calculated figure based on 100,000 bin collections. This figure is calculated based on all refuse collections and an estimate of a recycling participation rate of 60%. This increases the relative figure for missed collections but is more in line with other councils.	A standard figure used by a high number of councils. Targets tend to be lower in city districts and higher in more rural districts due to the challenges associated with large geographic areas.
% 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	Set at this level to be achievable and allow for customers to choose to change the channel they use as well as capture the customers abandoning the call due to wait times.
% 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	Answering a call within 20 seconds, when the average call and wrap up time is around 6 mins, is very low if all lines are already busy. This measure therefore acts as a proxy for calculating when you have free CST agents available. The measure should maintain a middle ground, not too high, not too low and should be viewed in conjunction with long wait times
% calls answered in 5 minutes	70%	New measure added to capture long waits.	Self-selected measure to capture long waits. Set at a level similar to average call length and in consideration of how long customers wait on hold before abandoning

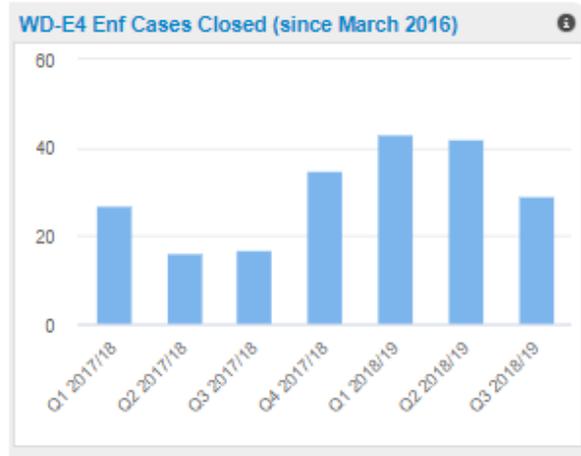
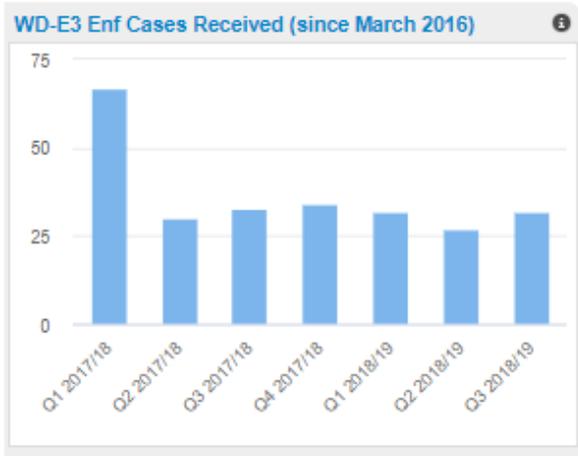
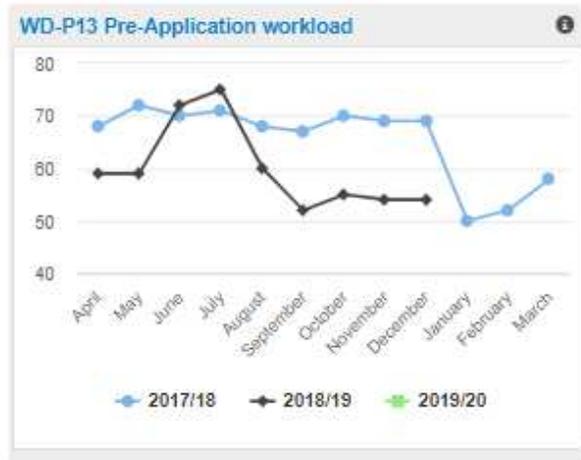
% of Applications determined within time frame Major	60%	Statutory performance measure target	
% of Applications determined within time frame Non-Major	80%	Old statutory performance measure target	
<i>% of Applications determined within time frame Other</i>	<i>80%</i>	<i>Old statutory performance measure target - Obsolete</i>	
Avg End to End time Benefits New Claims	24 days	Time for processing new claims	Historic National Indicator target
Avg End to End time Benefits Change of circumstances	11 days	Time for processing changes to existing claims	Historic National Indicator target
% 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. This level is regularly surpassed so we may review in the future. It is harder to directly manage out short term sickness whereas long term sickness is actively managed within the organisation
Complaint response speed	30 days	Time to respond to a Level 1 complaints	Taken from council policy

Ratio of web/call-post-email submissions (W360)	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.	This target was set at the start of the T18 programme as it was far above the online performance. Now with data spanning the whole of the programme the level should be reviewed to a more stretching target
Ratio of benefit new claims web/post submissions (IEG4)	60%	Ratio of submissions via the new IEG4 portal	Aspirational target for a new process. No data available to set it.
Ratio of benefit change of circumstances web/post submissions (IEG4)	25%	Ratio of submissions via the new IEG4 portal	Challenging target for a new process. No data available to set initial level but target seems to be achievable with ongoing effort. Natural increase was expected as more new customers apply online, so that online route is the only route they will know.

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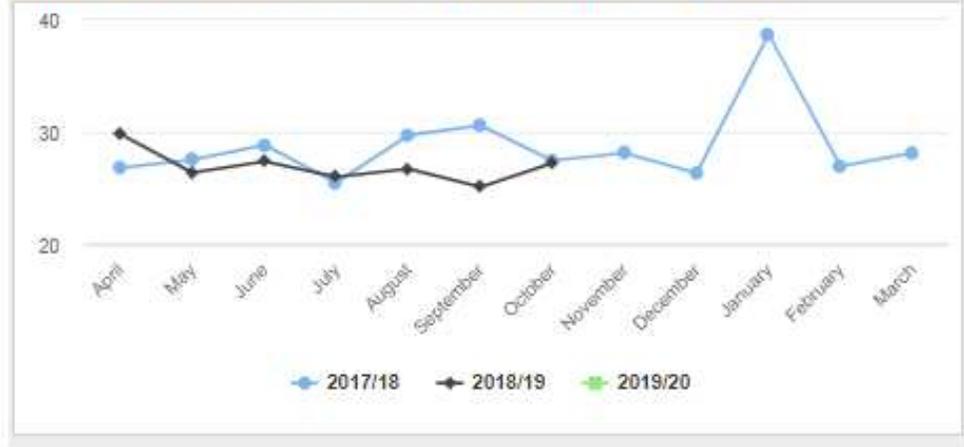


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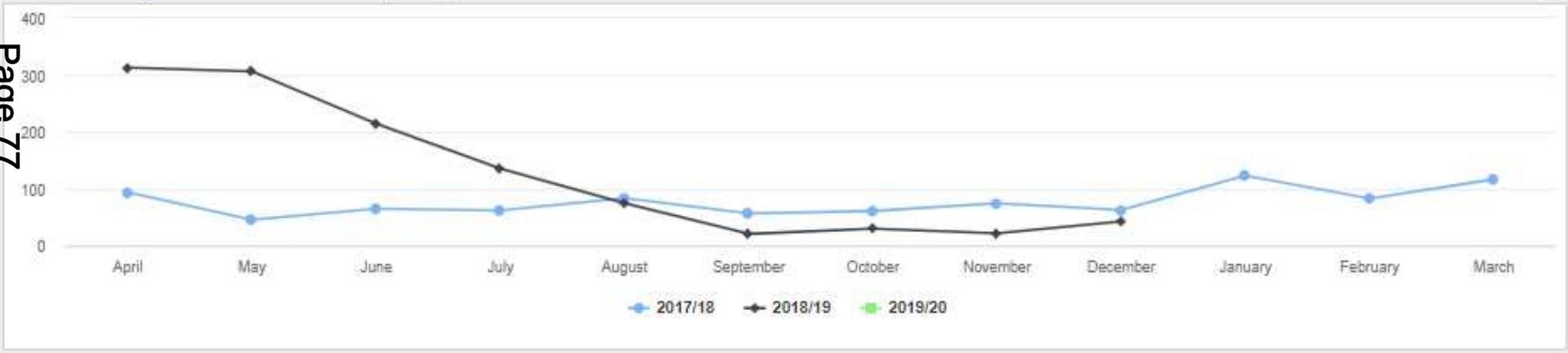
WD-NI 192 Percentage of household waste sent for reuse, recycling and ...



WD-NI 191 Residual household waste per household (average kgs per ho...)



WD-L20b Average No. of collections missed per 100,000 collections of household waste



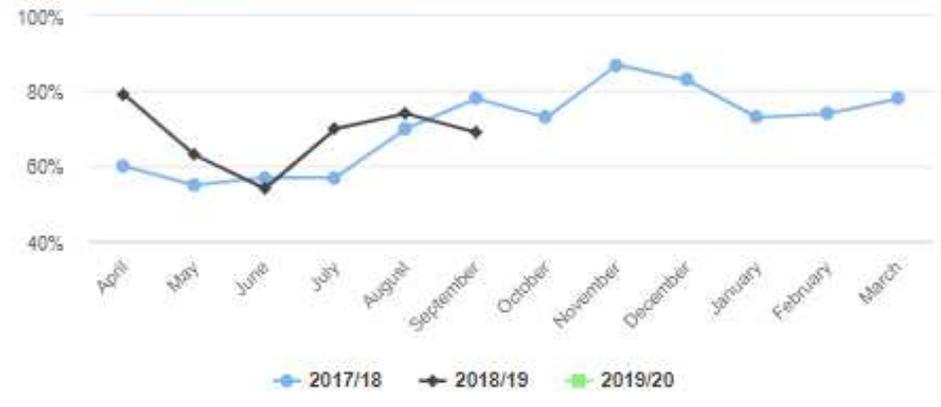
CST2a CST Percentage of telephone calls answered



CST1a CST Grade of Service (% of calls answered within 20 seconds)



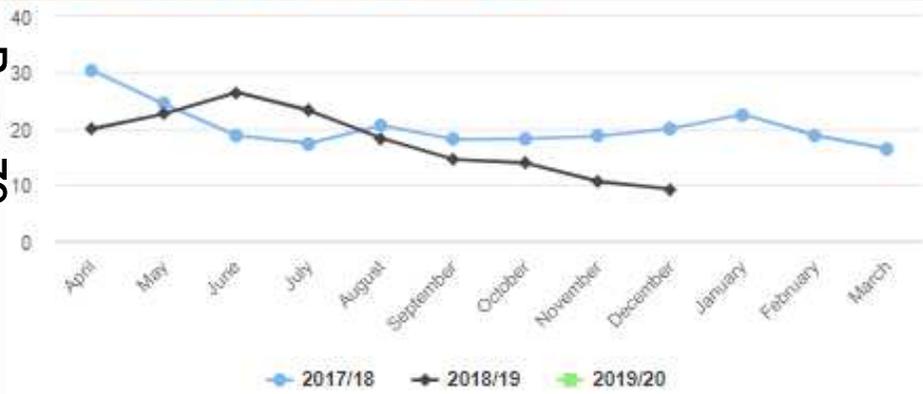
CST3a % calls answered within 5 mins



WD - BEN1 % of online CoC

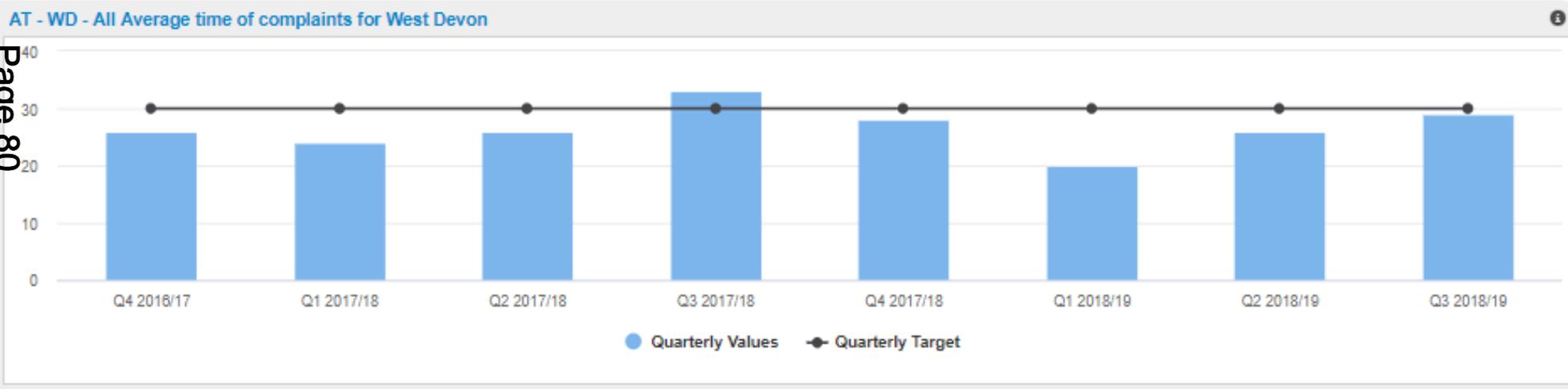
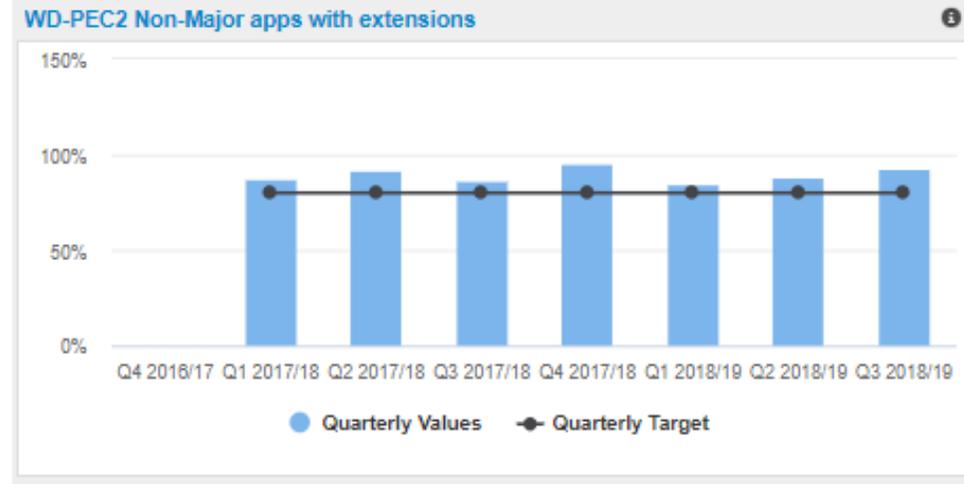
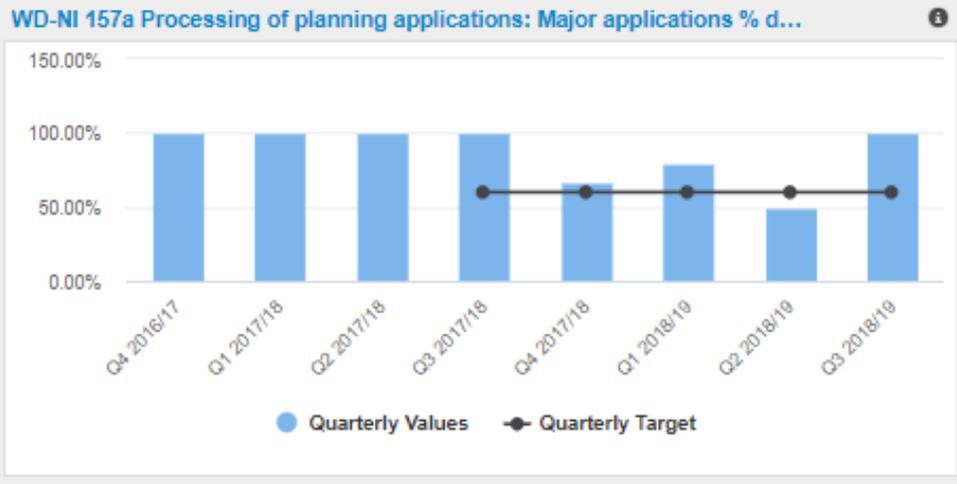


WD-BV78a Processing Speed (New claims) avg days



WD-BV78b Processing Speed (Change of circumstances) avg days





ICT&CS 7 % of customer contact through online interaction (W2)

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WEB Online submissions - Goss & W2

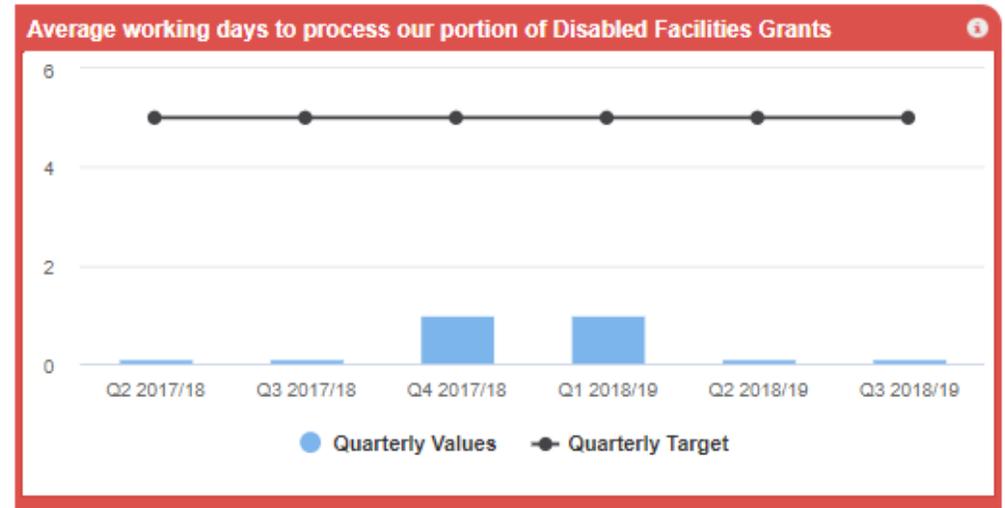
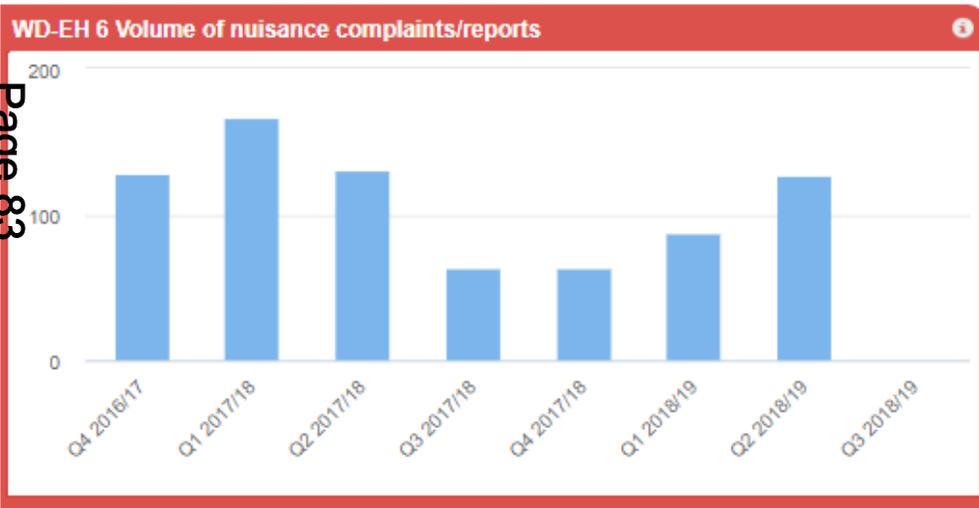
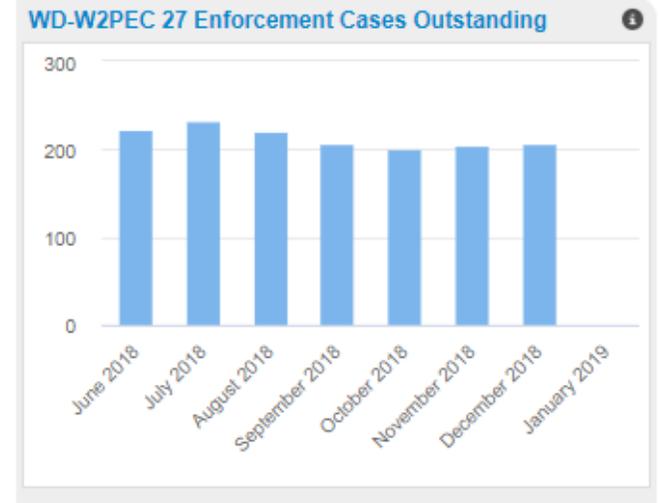
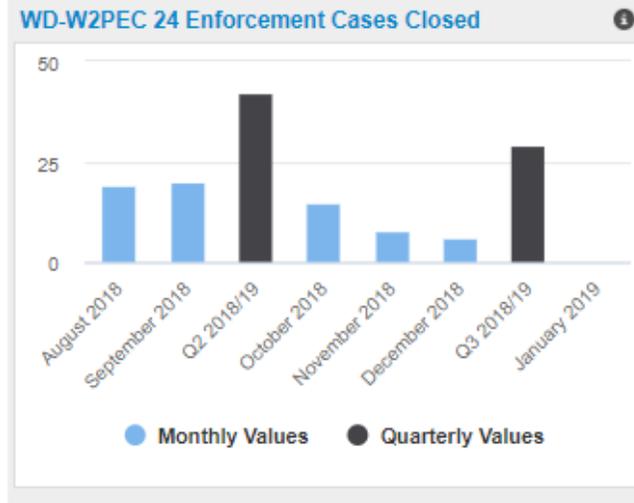
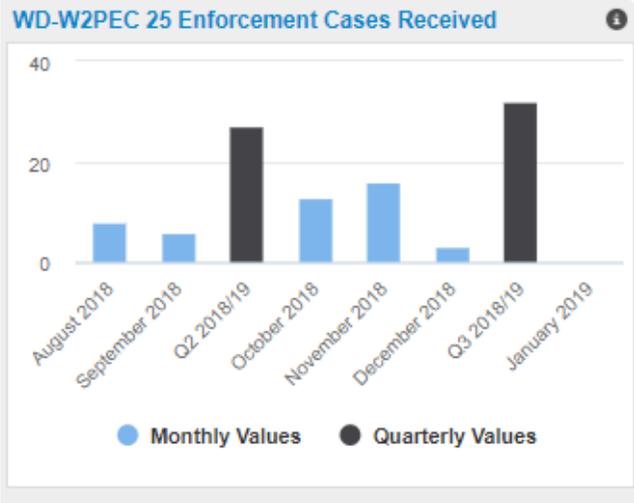
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WD Sickness

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Report to: **Overview and Scrutiny Committee**
Date: **26 February 2019**
Title: **Customer Satisfaction Action Progress**
Portfolio Area: **Customer First**
Wards Affected: **All Wards**
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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

Date next steps can be taken: **Hub Committee
19 March 2019
and Council 26
March 2019**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: Nadine.Trout@swdevon.gov.uk

RECOMMENDATION

That the Committee RECOMMENDS to the Hub to:

- 1. Note and comment on the progress made to date in improving customer satisfaction as detailed in section 3 of this report.**
- 2. Endorse the next steps as outlined in section 5 of the report.**

1. Executive summary

- 1.1 This report is presented by the portfolio holder for Customer First and details progress made to date in improving customer satisfaction.
- 1.2 The report also includes recommended next steps to continue to improve the customer experience.

2. Background

- 2.1 On 20 November 2018 Hub resolved to note the results from the Institute of Customer Service Customer Satisfaction Survey, and endorsed an action plan to improve customer service.

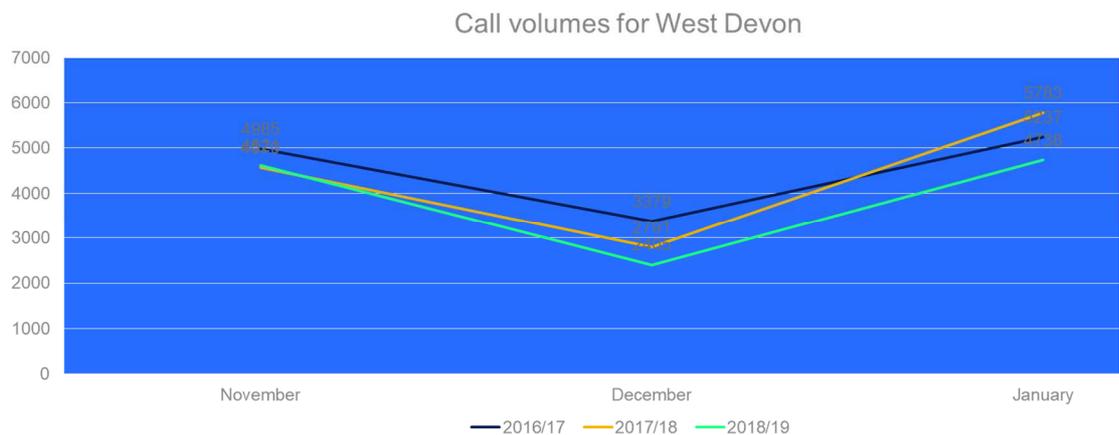
- 2.2 Hub also requested Overview and Scrutiny Committee amend its Work Programme whereby 'Progress against the Customer Service Action Plan' be included as a standing agenda item for consideration.
- 2.3 This report therefore provides an overview of progress made to date on improving customer service and ultimately customer satisfaction.

3 Outcomes/outputs

3.1 Key components of the Customer Satisfaction Action Plan are:

- a. End to end review of high volume services
- b. Mechanisms for regular feedback from customers

3.2 To address point 3.1a above, work has begun on reviewing how we communicate with customers both in the Waste and Development Management services. There have been some early, but significant wins in the Waste service as illustrated in the graph below.



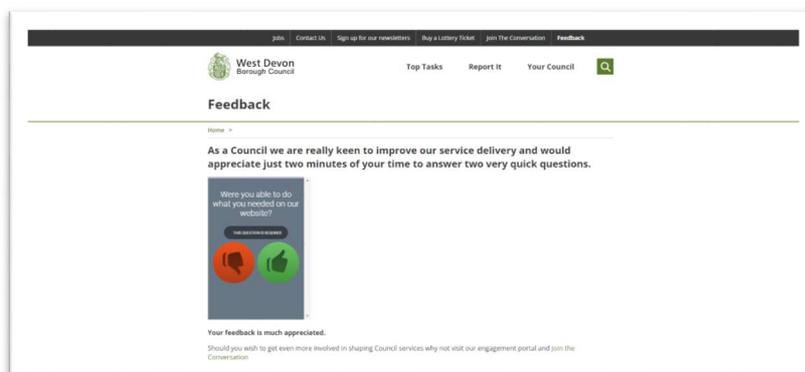
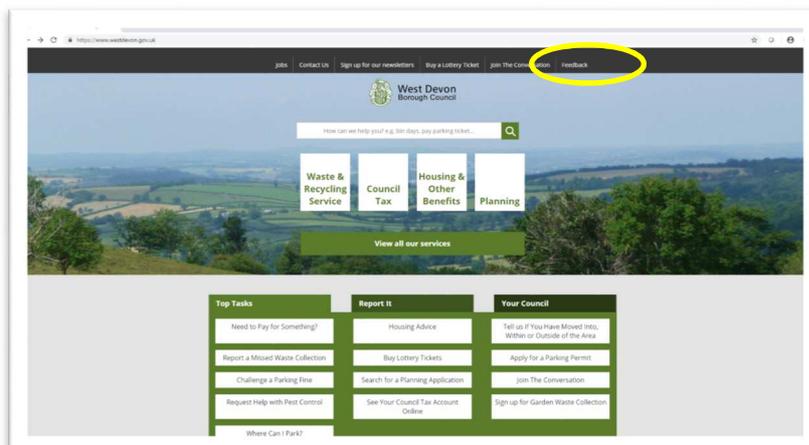
- 3.3 The substantial drop in calls in December 2018 and January 2019 can largely be attributed to the good work done in the Waste Service. The Service simplified messaging about waste and recycling collection during the Christmas period. The team analysed what caused issues in previous years and ensured clear and reliable information was in place.
- 3.4 In Development Management focus has been on creating a process to keep customers informed throughout the application process. An application status field has been created which is visible when the application is viewed in the planning search on the website. This status will be updated by officers throughout the life cycle of the application.
- 3.5 Also in Development Management a collection of automatic update emails have been produced that will keep the customer informed about key stages in their application. Agents were consulted on this proposal at a recent forum and were supportive of the move.

- 3.6 Both these changes in Development Management should keep customers better informed, decrease the amount of inbound contact from agents and applicants, and increase customer satisfaction. These changes are set to go live in early March after all the officers have been trained to complete the updates.
- 3.7 Since starting the review of Development Management processes a number of improvements have already been made to IT. This includes the resolution of the problem which was making the submission of Letters of Representation over the website repeatedly fail. We have also seen another couple of fixes to bugs which had been highlighted by officers. In addition the implementation of Cadcorp (mapping software) is underway, which will greatly improve planning history searches. At present mapping is very time consuming for staff and not available currently online for our customers. Cadcorp will therefore save staff time and allow customers to self-serve online.
- 3.8 Service improvements have also taken place in other areas. The Council Tax team receive approximately 600 pieces of new work each week. In February 2018 current cases sat at 1,574, in February 2019 they more than halved to 776 cases. This improvement in service can be attributed to a number of strategies, with the most influential being the introduction of a work prioritisation model which helps decision making around the most urgent pieces of work. Other changes include linked objective and target setting for both the team and individuals, as well as, weekly progress review and performance reporting to the team members.
- 3.9 The Benefits team have seen improvements in service performance due to a different strategy which moved all incoming calls to the team. Resource was moved from the Contact centre to the Benefits team with all calls being answered within the team. This reduced missed calls to virtually nil and wait times to approx. 1 minute. It has also reduced double handling with more queries being resolved at first point of contact. This approach coupled with the linked objectives, target setting, and weekly performance reviews has resulted in significant improvement in processing times. See table below:

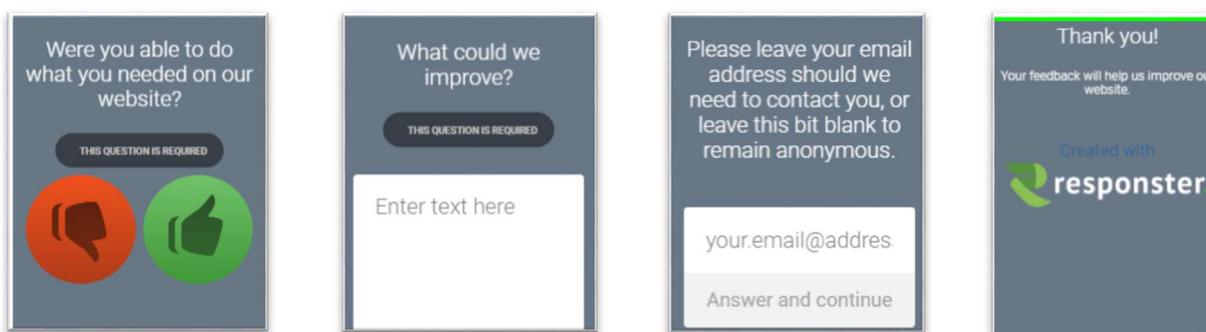
	Average processing time for new claims
Jan-2018	22.55 days
Jan-2019	13.09 days

- 3.10 The work prioritisation model, which has resulted in resolving queries quicker and prioritisation of the most urgent cases, has also recently been introduced in Housing Benefits, therefore we expect to see further improvement.

- 3.11 These resource savings have enabled us to flex the case management resource for the last few months and support other teams in need i.e. Housing, Contact Centre & Revenues.
- 3.12 Improvements have also been made in the timely collection of outstanding debt. Many customers, both business and residential, are caused undue distress due to the delayed collection of monies owed. West Devon has a target not to exceed £250,000 of sundry debt at any given time. At the end of January sundry debtors equated to £147,861 i.e. less than half of what it was at the same time last year, when it stood at £301,151. The improvements in this area have also allowed us to flex the case management resource and support some of the Waste Service back office functions.
- 3.12 To address point 3.1b above a simple feedback survey has been embedded on the Council website. The survey can be accessed by clicking on a feedback button at the top of the Council's homepage. This free, survey software provides a quick and easy mechanism for customers to provide feedback.
- 3.13 Visuals of the survey and how to access it are as follows:



A snap shot of the survey page by page:



3.15 Feedback from the survey to date has been invaluable. Customers appear to be using the feedback button as a last resort, because they haven't been able to find what they want on our website. By listening to this feedback we are able to hone the website to meet customer needs. Feedback left by customers can be found at Appendix A of this report.

4 Options available and consideration of risk

The Council is committed to improving customer service. It is therefore considered prudent to continue with the implementation of the Customer Satisfaction Action Plan. Early actions as detailed in section 3 above are already improving customer service.

5 Proposed Way Forward

- 5.1 To gain further insight from customers, it is suggested we embed quick, optional feedback surveys each time the Council electronically contacts a customer. This will help the Council further hone its service offering by pinpointing what does and doesn't work well for customers at a given time during their interaction with us.
- 5.2 The next phase of work as part of the Customer Satisfaction Action Plan is around pre-empting customer needs and managing expectations. The focus for this will be improving our website by using feedback from the survey detailed in section 3.11 above coupled with findings from Google analytics. Thus ensuring regularly searched information is quick and easy to access and in turn reduces the instances whereby customers call the Council simply because they can't do what they need to do on our website.
- 5.3 Website improvement plans include: improving search terms; the ordering of top tasks; better labelling of links and easier to access page content. A customer focus group will be convened ensuring customers are an integral part of this work.
- 5.4 Work is also underway to analyse customer complaints to make sure lessons are learned and that service delivery is improved accordingly.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council.
Financial	Y	There are no financial implication as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon the Customer Satisfaction Action Plan could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

Appendix

Appendix A – Website Survey Feedback

Appendix A – Website Survey Feedback



1. Were you able to do what you needed on our website?



OPTION	PERCENTAGE	RESPONDENTS
	13 %	6
	87 %	41

SATISFACTORY AVERAGE: 12.8 %

TOTAL UNIQUE RESPONDENTS: 47



2. What could we improve?

"Cannot get an email address to contact you about residential rates"	2019-01-30 12:22
"Ooops. Sorry! I just complained about a non-working link. I expected to see it on-screen. I now find that it was downloaded!"	2019-01-28 10:34
"The link to your letter (28/1/2019) regarding non payment of tax by second home owners did not work."	2019-01-28 10:27
"So far I have taken 20 min to find the council tax reduction review. Then it tells me the self-employed form is below which it isn't. It also tells me to search online for it, so I start again. Close to tears and cross!"	2019-01-27 16:00
"weekly trash collection"	2019-01-25 20:38
"council tax calculator for people thinking of buying or renting a property wishing to budget for ct bills"	2019-01-25 14:06
"List of councillors by political party? Where is it?"	2019-01-21 17:46
"I am totally distracted by the adverts appearing on your site but when I try and block them I get a message in GERMAN!!"	2019-01-21 09:28
"How to write to you regarding council tax"	2019-01-18 16:37
"give me somewhere on your website where i can change my wife's maiden name as we have got married"	2019-01-17 18:25
"I wanted to find out whether we were on Calendar A or Calendar B for waste collection. Your answer: Ask a neighbour!!! How totally useless is that???"	2019-01-02 11:11
"The website is not designed very efficiently for mobile devices and should be of a "responsive" design like other government websites. I was unable to find out what waste service was being picked up on Monday as this information does not seem to be available."	2018-12-29 11:18
"have a professional website"	2018-12-27 16:15
"Enter text herelt used to be simple to find refuse collection day but with the new site it is impossible!!!!"	2018-12-27 15:13
"No way to contact Council Tax team"	2018-11-30 18:47
"I HAVE BEEN LOOKING FOR A WAY TO EMAIL THE COUNCIL/PLANNING. IT IS NOT CLEAR AND COULD BE SO EASY. WHY DO THE COUNCIL NOT PUT THE EMAIL ADDRESS WITH THE OTHER WAYS OF CONTACTING COUNCIL? TH EBUTTON "CONTACT US' HAS 'PHONE BUT NO EMAIL DISPLAYED."	2018-11-28 11:10

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Report to: **Overview and Scrutiny Committee**
Date: **26 February 2019**
Title: **Northern Outreach Service**
Portfolio Area: **Customer First**
Wards Affected: **All Wards**
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

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

Date next steps can be taken: **Hub Committee
19 March, 2019**

Author: **Cllr R Cheadle** Role: **Task and Finish Group
Chair**

Contact: Cllr.Cheadle@westdevon.gov.uk

RECOMMENDATION

That the Committee RECOMMENDS to the Hub to:

1. That, evidenced by the low footfall through the Ockment Centre, the Lead Member for Customer First instigates a review on how future service provision in the Okehampton and outlying areas could be provided and brings forward proposals to the Hub Committee.
2. That the Overview Scrutiny Committee undertakes a detailed examination of the level of communication between the Council and its customers through face to face, telephone and the internet. This should also include those customers with limited access and/or skills of IT.

1. Executive summary

- 1.1 The permanently manned WDBC Okehampton office in St James Street was closed in the Spring of 2018 and replaced by the introduction of a part time service from the Ockment Centre. Members raised concerns on whether this may have impacted unreasonably on residents in the Okehampton area and the O&S Committee therefore agreed to establish a Task & Finish Group to investigate and report.

2. Terms of Reference

2.1. The Terms of Reference of the T&F Group were agreed and were:

This T&F Group will undertake a review of the current service being provided to the residents of Okehampton and outlying areas by the arrangements now in place and form a view on whether any changes are warranted. A report, with any recommendations considered appropriate will be presented to the O&S committee in January 2019.

The review will take the opportunity to consult as widely as possible with residents, officers and agencies in coming to their conclusions. It will also, where appropriate, look at data collected relevant to the service before and since the change to see whether service levels are being captured appropriately and whether these reflect actual experience.

2.2. The membership of the T&F Group were:

Cllr Ric Cheadle - Chair
Cllr Julie Yelland
Cllr Tony Leech
Cllr Lois Samuel
Cllr Caroline Mott
Cllr Mike Davies
Cllr Kevin Ball

2.3. T&F Group modus operandi

T&F members agreed that evidence would be collated from a variety of sources. A questionnaire was posted on the Councils' website and advertised in the local paper inviting residents to respond.

A number of agencies active in the Okehampton area and known to have had used the services available from the St James Street office were targeted and invited to complete a more detailed questionnaire. Members were at liberty to collect evidence from their constituents. In addition, the operational manager of the Ockment Centre, was interviewed and an enquiry also made to the Councils' Contact Centre to ask if issues connected with the service change had been raised when residents rang West Devon Borough Council for assistance.

3 Evidence

The results of the questionnaire are contained within Appendix A, Agency responses received in Appendix B. Appendix C contains details of the number of visits and reasons for the visit between April and November. Evidence from other quarters are detailed in the body of the report.

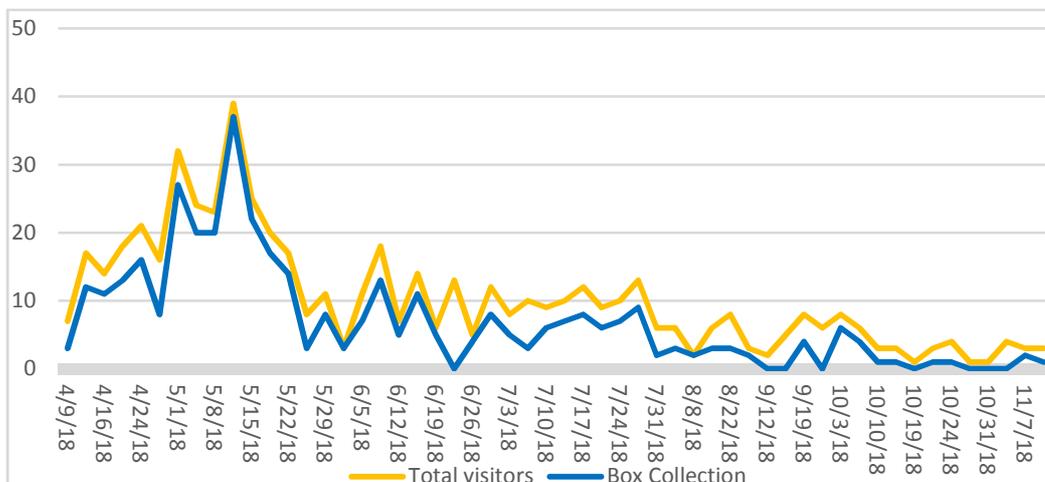
4 Findings

4.1 The decision to close the St James Street office in Okehampton and move from a permanent (5 day) manned service to a part time (2 day) service operated from the Ockment Centre was made early in 2018 in response to budget pressures.

4.2 This decision coincided with two others; the first was the ending of cash and cheque payments being made by residents (in order for WDBC to move to electronic banking) and the second was to require residents to separate recyclable refuse into separate containers. These two decisions were relevant as the first would reduce the footfall through the Okehampton office and the second, in the short term, would increase it as many residents required to collect the 'second' recycling box.

4.3 Having made the move to the Ockment Centre in April 2018 and agreed to man the new office on a two day per week basis, manning arrangements were amended to reduce this to one day per week for the month of August as the footfall was anticipated to be low. Since then, the office has been manned on a two day per week basis.

4.4 A summary of the footfall through the Ockment Centre between September and November (the visits log) is shown below and a spreadsheet showing the reason for each visit is in Appendix C. This clearly shows the impact of the need to manage the supply of recycling boxes diminishing as residents' demands were satisfied resulting in the steady state of around 2 -3 visits on each day the Centre was manned. There were no similar statistics for the St James Street footfall although given that one of the main reasons people would have visited would have been to make cash payments, having ceased this service, a like-for-like comparison would have been difficult to make.



4.5 Analysis of residents' comments on the questionnaire and the visits log illustrate a predictably mixed picture. There is no doubt that a number of those who responded feel that the reduction in their

access to a 'face-to-face' interaction with WDBC is a loss but little evidence that this has prevented their ability to resolve the issues they had and from the responses it was possible to draw the view that some did not realise an alternative had been introduced. There was, however, a concern expressed that the alternative to a 'face-to-face meeting', to contact WDBC via the Call Centre, was far from satisfactory. This broad view was echoed in some of the Okehampton based Agency responses who largely viewed the change as negative as under the previous arrangements they could access local WD staff directly (who would in turn, chase problems) but now, more often, they too needed to do so via the Call Centre.

- 4.6 The T&F Group drew the conclusion that residents' frustration with WDBC was principally with the 'Call Centre approach' heralded in by T18 rather than as a direct result of reducing the Okehampton Office hours. To validate this conclusion, the Call Centre Manager was asked whether reference to the reduction in the Okehampton service was a cause of concern raised by those contacting the Call Centre and it was not.
- 4.7 The current footfall through the Ockment Centre is small (around 3 visits each day) and the T&F Group accepted that this was a reflection of the deliberate move away from face-to-face business transactions towards electronic and telephone interaction. The T&F Group were, however, concerned that residents may not have appreciated that the Ockment Centre offered an alternative. It is not signposted nor is any reference made to it on the Ockment Centre itself. The survey arranged by Cllr Leech was answered by 46 residents, 34 of which had not registered the change and were therefore unaware of the alternative arrangements.
- 4.8 The change in the Okehampton office service cannot be seen in isolation of other changes and it became clear that on occasions, the Locality Officer would now visit less mobile residents in order to assist with issues (such as document transfer etc).
- 4.9 It is clear that not all residents are 'e-business' proficient and not all have respectable broadband speed. Although the majority of residents contacting WDBC have acclimatised to the changes brought in by T18, a small number have not, and some residents rely on being able to meet with a member of WD staff to resolve issues. It must be of some concern that it is undoubtedly those who struggle the most with change such as 'e-business' may be the very people who are vulnerable and in most need of our support. Indeed, the very people we would wish to have heard from may be those who either would not, or could not, complete an on-line survey.

5 Conclusions

- 5.1** The number of residents visiting the Ockment Centre to interface with WDBC is small in comparison to the total number of interactions between residents and WDBC. Given the footfall, there would appear to be no case to revert to a more permanent presence.
- 5.2** It does not appear that the changes (of location and hours of availability) have been well communicated and the current service is not well advertised. WDBC should consider how to address this concern.
- 5.3** There are clearly residents, and not solely in the Okehampton area, who will struggle to communicate and manage transactions electronically. For these residents, the alternative, if face-to-face meetings are less available, is the telephone and there is evidence both in this report and elsewhere that WDBC needs to improve this aspect of its business.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council.
Financial	Y	There are no financial implication as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon the recommendations could lead to: Reputational harm Ineffective use of resources Poor quality service
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		None

Appendix

Appendix A - WD Website Questionnaire responses
Appendix B - Agency responses
Appendix C - Log of visits to Ockment Centre between April and
November

Have you been impacted by the change in the office arrangements and if so, how?	Since the closure of the Okehampton office in April 2018 have you contacted the council?	Why did you choose this method of contact?	What was the nature of your visit / request?	Was your request resolved and if not what could be done to improve this ?
Open-Ended Response	Website	Website	Open-Ended Response	Open-Ended Response
West Devon is a large area and not many people can go to Tavistock, particularly those who work during normal office hours. Since the closure of the Okehampton Office we seem to be being connected with the local council.	Telephone	Website	Recycling and planning information	Still on going. For recycling bin replacement this now takes several weeks to have a replacement delivered instead of just picking one up from the Okehampton office.
Yes, negatively. I have needed to collect recycling boxes. I have had to travel to Tavistock to speak to planners in relation to a planning application too.	Website	Visit Kilmworthy Park Office	A planning surgery.	Yes it was but it was very difficult to get to Tavistock from Hatherleigh as there is no direct bus route. It is too far to travel.
I live in Okehampton just been a pain with we need to send papers though also need more council house in Okehampton since we have been on Devon home choice 1 four bedroom house in 2 years even though there are new houses going up.	Telephone	Ockment Centre Outreach Service	On 2 occasions my recycling bin had been taken if I am working on the opening days at comment centre I can't get it sorted	Still need 2 recycled bin have not had chance to find out where it is
Not yet. However, I had used the Okehampton office about 4 times in the 12 months prior to closing.	Telephone	Website	Food waste bin replacement	Yes. But travel costs and pollution caused.
No	Website	Ockment Centre Outreach Service	Waste / Planning Rates	Yes
No Local Drop in Centre for general queries or Planning enquiries not as a group but our clients have been	Telephone	Visit Kilmworthy Park Office	I have contacted them about changes in the council tax occupancy, reductions in council tax, homelessness and planning issues.	I am yet to receive a reply concerning a reduction in council tax.
Yes. We have experienced a reduction in the numbers of homeless people being able to contact WDCB regarding their homelessness.	Telephone	Website	Convenient as the office isn't there.	Yes
Yes, unable to get new recycling boxes and take benefit paper work in.	Telephone	Website	Eaily and convenient.	Yes
Not at all. Previously used it to purchase food recycling bags that I had buy in the supermarket. The council needs to use its limited resources effectively, and a high street presence when there are alternatives for information and transactional services is not a wise choice.	Telephone	Website	Because Okehampton office closed and we needed to look at proposed plans on two occasions. Home broadband inadequate. So had to drive into Tavistock each time.	Not resolved and still waiting
Yes	Telephone	Website	I was not able to get through on the phone and then had problems getting the correct form up online	Eventually after a few months
Sorting out benefits and council tax	Telephone	Website	No alternative to fit in with life. As work long hours and no phone number available	No.
I've had to travel to meter house in two weeks to sort out a universal credit mess up they have made resulting in me waiting 4 weeks for payment. There is no office in town five days a week to make inquiries.	Telephone	Website	Most convenient There was no other way.	Yes. I have asked them to put that information on their website.
Trying to get my recycling bins when I moved here in June was difficult.	Telephone	Website	Had to had paperwork in	Eventually but people online and by phone then in person were dignified in their communication.
Yes. Having to travel to tavistock just to hand in paper work is utterly ridiculous!	Website	Upload paypals	Handing in paperwork	Yes just annoying had to go all done three
I used to take my monthly pay slips in to be scanned now I have to upload them online via the website or email, fill out a form every month.	Telephone	Website	Pay changes	Either have an office open again or make Easier forms for people who have different pay each month
Yes because I'm elderly and used to pop in to Okehampton office and pay my rates by cheque and I give the cheque to my granddaughter and she used to pop in and pay it for me. Now I have to post it and hope as I don't drive and can't get out to tavistock	Telephone	Website	To make sure my cheque reach the office and it was processed	Resolved
Issues over the issue of recycle bins. Used to be able to just go and pick one up when it goes missing. Generally feel like Okehampton aren't cared about.	Telephone	Website	Enquiry	Found had to be done online instead. Was resolved in the end. Pain to have to do though.
I am a Family support worker and several times I have needed to support families with housing issues and have not been able to drop by but instead have had to try calling, ended up online instead as calling too time consuming and hard to get through	Telephone	Website	Loss of recycle bin	Yes but the advice online was not as specific
Yes I have even longer slow to ring through if I don't have to wait for someone to answer whereas as before would of gone down just being able to go and talk to some and get concerns sorted out and to be able to get paperwork sent and organised	Telephone	Website	Only option	Not sure if I can call 1188 to find to know if it's okay
Yes, we work full time and are unable to access Tavistock in the week. We cannot collect replacement recycling items or lodge enquiries in person.	Telephone	Website	I can't drive and unaware of any other forms because there is no office in Okehampton	No and it's unresolved as they now don't do face to face contact
Yes, it was so much easier to go in and discuss any issues with benefits etc. Now that isn't possible.	Telephone	Website	Tried all three to get a response. Was unaware of Ockment.	Yes but it was more inconvenient.
Yes, moved house and had to make my way to Tavistock just to get a secondary recycling bin to ensure that my recycling would be collected.	Telephone	Website	Next best thing to speaking to someone in person.	I think it has been now, but would have been a lot less stressful if the Okehampton office had still been open.
Needed to arrange housing benefit from Tavistock. Because I didn't have car it take a hole day to travel to Tavistock and £30.00 bus fare I know that don't sound alot but it was to me. If I had children I would have had to arrange child care.	Telephone	Website	Easier.	It was resolved but would either not have to travel 45 minutes. It was resolved but was very stressful as it was an emergency and having to travel so far made the process so difficult. Made me feel very isolated.
I moved house and ordered new recycling bins. I am still waiting 4 weeks later... I have two children under two so driving to Tavistock to collect boxes would not be possible as I wouldn't get them in the car with the double buggy. I could of got a family member to collect them from the car office. This has left me with no way of recycling and therefore using more landfill which is unacceptable in this day and age	Telephone	Website	I used the website for information, called to see if had to go to Tavistock, visited because I had to.	
Having to travel to Tavistock unable to speak to anyone on the phone service has gone to the dogs web page useless faceless red tape like dealing with robots	Telephone	Website	I couldn't get help via website	Change of address
No local office means things don't get reported.	Telephone	Website	Because it was the only way I thought it would be easy... how wrong I was	Personnel and business also to report faults
I couldn't get documents safely and quickly to the benefits team.	Telephone	Website	I work so don't have time to get to the Ockment Centre in the times they open.	Collection and street lighting matters
Yes, I've had to phone several times & the phone lines are appalling. Very slow to be answered. It was much easier to go in to the office in Okehampton.	Telephone	Website	no other choice.	Recycling info. benefits document (they used to scan them meaning you don't have to post them and often them varied)
Yes, this is because if I had any enquiry on anything to do with the council I'd pop down talk to someone. Who would clear all my queries up. However, I now have to call the council which then means I have to stay on the phone for a minimum of 20 minutes on hold. It has even reached to 40 minutes to wait. To talk to someone face to face I would have to go to Tavistock and as I don't drive and have a little one in nursery it is not practical. Please bring it back.	Telephone	Website	As this is the only way I could. The phone meant I had to wait ages on hold. The website isn't always easy to access and get all your questions answered. The ockment centre outreach wasn't overly helpful, the man working that day couldn't access my account as his network was down and all he ended up doing was calling WDCB who didn't really give much information.	Housing & pest problem
Yes cannot get to tavistock easily as I work in Devon so was so easy to pop into the office in Okehampton	Telephone	Website	As this is the only way I could. The phone meant I had to wait ages on hold. The website isn't always easy to access and get all your questions answered. The ockment centre outreach wasn't overly helpful, the man working that day couldn't access my account as his network was down and all he ended up doing was calling WDCB who didn't really give much information.	Recycling info. benefits document (they used to scan them meaning you don't have to post them and often them varied)
Yes, even for simple advice there are no close offices meaning you have to do everything online, the council's forms are broken and when ringing up you are told to use the website which is not simple with broken links and forms making the simplest question a pain to get an answer to.	Telephone	Website	No other options that I know of because I am able again people I support are not	Housing & pest problem
People I support not being able to travel to Tavistock due to lack of money or time to go by public transport	Telephone	Website	As the office in oke is closed and I cannot get to the ockment centre during the times the council is there	Recycling info. benefits document (they used to scan them meaning you don't have to post them and often them varied)
Yes work full time and it's very difficult to make nearly a 40 mile round trip to the council office to collect a green bin that I requested back in may this year that I have still not received!	Telephone	Website	Ease of response	Open properly
When I moved to the area and tried to register on the electoral roll I was asked to travel to tavistock to prove my identity instead of being able to pop to okehampton.	Telephone	Website	Too far to go to Tavistock!	Yes, Answer the phone quicker, so it doesn't cost £4 everytime I ring.
Too far to go to Tavistock. Easier to pop into OKE for general queries and collect cables, bins etc:	Telephone	Website	No alternative	It was but took me longer going down the avenues of telephone, ockment centre and website, than it would have done going down the local office
Problems with council tax	Telephone	Website	Very easy and able to do at a time convenient to me	It was but would have been nice to talk face to face
None. Seldom enquiry I am used to doing things online and over the phone	Telephone	Website	Because Kilmworthy is too far and I don't know when the outreach service is open	Yes, Answer the phone quicker, so it doesn't cost £4 everytime I ring.
Yes - I have wanted to go into the offices to see a duty planning officer but can't	Telephone	Website	as I feel its more reliable	Eventually yes. After numerous phone calls and trying to navigate the awful website(s).
yes - resulted in having to travel to tavistock to hand paperwork in by dead line date on a day there was no service in Okehampton	Website	Visit Kilmworthy Park Office		Personal request resolved

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OCKMENT CENTRE LOG

DATE	NUMBER OF VISITORS	BENEFITS	CT	WASTE RECYC	BOXES	STREETS	HOUSING	PLANNING	DCC	OTHER/NOTES	LOCATION
09/04/18	7			2		3		1		1	
13/04/18	17			4		12		1			
16/04/18	14	1		1		11		1			
20/04/18	18			2		13		1		1 Homeless	
24/04/18	21	2			1	16				1 Homeless. 1 Licencing	
27/04/18	16	2		2	1	8		3			
01/05/18	32	3			1	27				1 homeless	
04/05/18	24	3				20				1 homeless	
08/05/18	23	1		2		20					
11/05/18	39	1		1		37					
15/05/18	25	3				22					
18/05/18	20					17		3			
22/05/18	17	1		1		14		1			
25/05/18	8			3		3		2			
29/05/18	11	2		1		8					
01/06/18	3					3					
05/06/18	11	1		1		7		1		1 x EH Noise nuisance issue	
08/06/18	18	1		3		13		1			
12/06/18	7					5		2			
15/06/18	14	2		1		11					
19/06/18	6	1				5					
22/06/18	13	2		3	3			4		1 x GM query	
26/06/18	5	1				4					
29/06/18	12	1		1		8		2			
03/07/18	8	1		1		5		1			
06/07/18	10			3		3		4			
10/07/18	9	2			1	6					
13/07/18	10	2		1		7					
17/07/18	12	2		1		8			1		
20/07/18	9			3		6					
24/07/18	10	2		1		7					
27/07/18	13	2		2		9					
31/07/18	6	3				2		1			
03/08/18	6	1		1		3		1			
08/08/18	2					2					
15/08/18	6	1		1		3		1			
22/08/18	8	4		1		3				note 4 Benefits were advisory letters for rent increase from Livery	
05/09/18	3					2		1		1 x Oke	
12/09/18	2	1			1					1 x Oke 1 x H'leigh	
14/09/18	5	2		1	2					5xOke	
19/09/18	8	3			1	4				7 x Oke 1 x Ntawton	
21/09/18	6	1		2	3					3 x Oke, 1 each Chagford, Sticklepath and Hatherleigh	
03/10/18	8	1		1		6				7 x Oke, 1 x Spreyton	
05/10/18	6	2				4				5 x Oke, 1 x Hatherleigh	
10/10/18	3	2				1				2xOke, 1 x Throwleigh	
12/10/18	3					1		2		3 x Oke,	
24/10/18	4	3				1				4 x Oke	
26/10/18	1							1		1 x Oke	
31/10/18	1							1		1 x Oke	
02/11/18	4	2		2						4 x Oke	
07/11/18	3			1		2				3 x Oke	
09/11/18	3			1	1	1				3 x Oke	

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OVERVIEW AND SCRUTINY COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – February to April 2019

Date of Meeting	Report	Lead Officer / Member
2 April 2019	Task and Finish Group Updates (if any) - Northern Link Area Outreach Services Concluding Recommendations	
	Hub Committee Forward Plan	Kathy Trant / Cllr Sanders
	Joint Local Plan Update (<i>standing agenda item</i>)	Tom Jones / Cllr Mott
	Update from the Financial Stability Review Group (<i>standing agenda item</i>)	Lisa Buckle / Cllr Jory
	Planning Enforcement Plan / Protocol and Actions – Review	Pat Whymer / Cllr Roberts
	Customer Satisfaction Progress Update (<i>standing agenda item</i>)	Nadine Trout / Cllr Roberts

Future Item(s) to be programmed:

Community Housing Briefing (Rob Ellis)

Draft O+S Annual Report 2018/19 (Darryl White)

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Agenda Item 15

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