

# West Devon Overview and Scrutiny Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>														
<b>Date:</b>	<b>Tuesday, 19th November, 2019</b>														
<b>Time:</b>	<b>2.00 pm</b>														
<b>Venue:</b>	<b>Chamber - Kilworthy Park</b>														
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Ewings <b>Vice Chairman</b> Cllr Kimber</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Ball</td> <td style="width: 33%;">Cllr Musgrave</td> </tr> <tr> <td>Cllr Bolton</td> <td>Cllr Ratcliffe</td> </tr> <tr> <td>Cllr Coulson</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr Daniel</td> <td>Cllr Southcott</td> </tr> <tr> <td>Cllr Heyworth</td> <td>Cllr Spettigue</td> </tr> <tr> <td>Cllr Kemp</td> <td>Cllr Wood</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table>	Cllr Ball	Cllr Musgrave	Cllr Bolton	Cllr Ratcliffe	Cllr Coulson	Cllr Ridgers	Cllr Daniel	Cllr Southcott	Cllr Heyworth	Cllr Spettigue	Cllr Kemp	Cllr Wood	Cllr Moyse	
Cllr Ball	Cllr Musgrave														
Cllr Bolton	Cllr Ratcliffe														
Cllr Coulson	Cllr Ridgers														
Cllr Daniel	Cllr Southcott														
Cllr Heyworth	Cllr Spettigue														
Cllr Kemp	Cllr Wood														
Cllr Moyse															
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.														
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk														

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 6**  
Meeting held 8 October 2019
- 3. Declarations of Interest**  
Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.  
  
If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.
- 4. Items Requiring Urgent Attention**  
To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency
- 5. Public Forum** **7 - 8**  
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Hub Committee Forward Plan** **9 - 12**  
  
If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00pm on Thursday, 14 November 2019** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Community Safety Partnership** **13 - 18**
- 8. Customer Satisfaction Survey** **19 - 38**
- 9. Ombudsman's Annual Review Letter 2019** **39 - 58**
- 10. Peer Review Action Plan: Political Governance Arrangements** **59 - 64**
- 11. 2019 Member Induction Review: Verbal Update**

	<b><i>Page No</i></b>
<b>12. Locality Service - Annual Report</b>	<b>65 - 70</b>
<b>13. Operational Performance: April - September 2019</b>	<b>71 - 82</b>
<b>14. Financial Stability Review Group -Member Briefing Note</b>	<b>83 - 84</b>
<b>15. Task and Finish Group Updates:</b>	
(a) Leisure Review	
<b>16. Annual Work Programme 2019/20</b>	<b>85 - 86</b>
<b>17. Member Learning and Development Opportunities Arising from the Meeting</b>	

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](mailto:darryl.white@swdevon.gov.uk)

This page is intentionally left blank

# 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 **8<sup>th</sup>** day of **OCTOBER 2019** at **2.00 pm**.

**Present:**

Cllr M Ewings – Chairman  
Cllr P Kimber – Vice Chairman

Cllr T Bolton	Cllr L Daniel
Cllr N Heyworth	Cllr C Kemp
Cllr D Moyse	Cllr C R Musgrave
Cllr B Ratcliffe	Cllr P J Ridgers
Cllr T Southcott	Cllr J Spettigue
Cllr L Wood	

Section 151 Officer  
Senior Specialist – Democratic Services  
Head of Place Making Practice

**Also in Attendance:**

Cllrs R Cheadle, P Crozier, M Davies, S Hipsey,  
N Jory, T Leech, C Mott, T Pearce, M Renders,  
L Samuel, P Vachon and J Yelland

- \*O&S 36      APOLOGIES FOR ABSENCE**  
Apologies for absence for this meeting were received from Cllrs K Ball and A Coulson.
- \*O&S 37      CONFIRMATION OF MINUTES**  
The minutes of the Meeting of the Overview and Scrutiny Committee held on 3 September 2019 were confirmed and signed by the Chairman as a true and correct record.
- \*O&S 38      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 was none made.
- \*O&S 39      PUBLIC FORUM**  
The Chairman informed that no formal requests had been received in accordance with the Overview and Scrutiny Procedure Rules.
- \*O&S 40      HUB COMMITTEE FORWARD PLAN**  
It was noted that no prior requests had been received for updates on any future Hub Committee agenda items at this meeting.

By way of an update, the Section 151 Officer informed that a proposal was to be put forward that would seek to recommend that, at the Special Council meeting on 5 November 2019, a joint IT Procurement Member Working Group (with Members from South Hams District Council) be established. The Committee was supportive of this item coming forward and noted that the main focus of work for the Group would be to give consideration to all aspects of future IT provision for the two Councils.

**\*O&S 41      A386 TRANSPORT CORRIDOR / TAVISTOCK VERBAL UPDATE FOLLOWING LAST COMMITTEE MEETING (MINUTE \*O&S 26 REFERS)**

The Head of Place Making Practice provided an update and made particular reference to:-

- the costs breakdown. The officer confirmed that he had now received the cost projections of reinstating a railway from Tavistock to Bere Alston and he would circulate these to all Members. In addition, it was agreed that a copy of the referred to report on the benefits between a light and heavy rail solution in the area would be distributed to all Members;
- the Economy Working Group lead Member for the A386 and Rail. After the last Panel meeting, the officer had met with the assigned lead Member and it was agreed that a submission would be sent to the Department for Transport (DfT). In the subsequent response, the DfT had signposted the Council back to Devon County Council (DCC) which indicated that this was seen as a local issue and there was no central government monies available for any alternative route to the Dawlish to Teignmouth rail line;
- ensuring that the Council focused on what it could deliver and achieve during this administration. In so doing, the importance of the Council giving consideration to its preferred options was stressed; and
- an electric vehicle route along the A386 being a realistic long-term prospect.

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

- (a) The Chairman advised that a formal request had been made by a local resident called Mr Paul Mercer for a submission that he had made to be read out to the Committee meeting. In his submission, Mr Mercer had stated that:
  - o he had read with some dismay the last set of Committee minutes that had highlighted the cost projections of reinstating the Tavistock to Bere Alston link had now risen to £93 million;
  - o it appeared that DCC had now seemingly no interest in reinstating the whole line to Exeter via Tavistock and Okehampton. Mr Mercer was also of the view that the benefits of reinstating the Tavistock to Bere Alston link were minimal without it then carrying on to Okehampton;

- he had concluded that the 'Jacobs Report' had downplayed the potential benefits and had overlooked the significant public support in this area;
- the warnings of tidal rises due to global warming could have major implications on the Dawlish to Teignmouth line; and
- it was his hope that no planning permission would be granted for development on or near the old rail line formation in case it was needed in the future;

(b) Due to their concerns, the Committee reached the following conclusions:

- That local Ward Members and Officers should keep lobbying both DCC and the DfT;
- That a sub-group of the Economy Working Group be set up and solely tasked with considering the issue of the A386 / rail provision;
- That the Head of Place Making Practice, in consultation with the Chairman and Vice-Chairman of the Committee, send a strongly worded representation to DCC colleagues outlining the concerns of Members; and
- That the lead DCC Cabinet Member for Infrastructure, Development and Waste be invited to attend the next Committee meeting on 19 November 2019 and respond to Member questions;

(c) The Leader of Council highlighted correspondence that he had recently received from DCC colleagues. Of particular note, the correspondence had stated that:

- the current focus was on the Okehampton to Exeter line and it was felt that this could be seen as the first phase as part of the wider project; and
- DCC remained conscious of the need to develop a sustainable solution between Tavistock and Plymouth and was committed to investigating all possible options.

(d) The scale of the proposed future development and expansion of Tavistock was directly linked to improving the rail solution in the area.

It was then:

### **RESOLVED**

1. That local Ward Members and Officers should keep lobbying both DCC and the DfT;
2. That a sub-group of the Economy Working Group be set up and solely tasked with considering the issue of the A386 / rail provision;
3. That the Head of Place Making Practice, in consultation with the Chairman and Vice-Chairman of the Committee, send a strongly worded representation to DCC colleagues outlining the concerns of Members; and

4. That the lead DCC Cabinet Member for Infrastructure, Development and Waste be invited to attend the next Committee meeting on 19 November 2019 and respond to Member questions.

**\*O&S 42      JOINT LOCAL PLAN: QUARTERLY UPDATE**

During her quarterly update, the lead Hub Committee Member for Environment informed that:

- a) A number of Members had attended the recent Joint Workshop with colleagues from Plymouth City Council and South Hams District Council on the emerging Plymouth and South West Devon Joint Local Plan Supplementary Planning Documents (SPDs); and
- b) Reports that sought approval to commence a public consultation exercise on the draft SPDs and the Statement of Community Involvement were to be presented to the Hub Committee at its meeting on 5 November 2019.

**\*O&S 43      FINANCIAL STABILITY REVIEW GROUP – MEMBER BRIEFING NOTE**

The Section 151 Officer presented her Briefing Note that had informed that the first Group meeting of this Council had been held on 24 September 2019, with the next meeting scheduled to take place on 22 October 2019. In addition, the officer also highlighted that it was now considered timely for the Group Terms of Reference to be updated and a recommendation to that effect would be considered at the next Hub Committee meeting on 5 November 2019.

During the ensuing discussion, reference was made to:-

- (a) the potential significant implications to the Council of the Council Tax Referendum limit being reduced from 2.99% to 1.99%;
- (b) the technical consultation on the Local Government Finance Settlement 2020/21. It was noted that Town and Parish Council Clerks had been contacted by officers and encouraged to respond (before the deadline of 31 October 2019) on the Government proposal to continue with no referendum principles for Town and Parish Councils in 2020/21.

**\*O&S 44      TASK AND FINISH GROUP UPDATES**

**(a) Leisure Review**

Members noted that the first Group meeting had been held earlier in the day and Cllr Daniel had been appointed as Group Chairman.

The main outcomes of the meeting had been that the Group had approved the Terms of Reference for the Review and the next meeting had been scheduled to be held on 15 October 2019.

**\*O&S 45 ANNUAL WORK PROGRAMME 2019/20**

The Committee considered the latest version of its Work Programme for the 2019/20 Municipal Year. In discussion, it was confirmed that the Work Programme would be amended to reflect the decision to invite the DCC Cabinet lead Member for Infrastructure, Development and Waste to attend the next Committee meeting on 19 November 2019.

**\*O&S 46 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THE MEETING**

The Committee was reminded of the importance of Member attendance at the draft 2020/21 Budget Workshop on the afternoon of Tuesday, 12 November 2019.

(The meeting terminated at 2.50 pm)

---

Chairman

This page is intentionally left blank

## **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](mailto:darryl.white@swdevon.gov.uk)) by 5.00pm on the Thursday, prior to the relevant meeting.

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

An issue may be rejected by the Monitoring Officer if:

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

This page is intentionally left blank

## WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the four months starting October 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 Committee in planning their contribution to policy development and holding the Hub Committee to account.

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

**Members of the public are welcome to attend all meetings of the Hub Committee, which are normally held at Kilworthy Park, Tavistock, and normally start at 2.00 pm. If advance notice has been given, questions can be put to the Hub Committee at the beginning of the meeting.**

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

*Leader – Cllr Neil Jory*

*Deputy Leader – Cllr Lois Samuel*

*Lead Member for Environment – Cllr Caroline Mott*

*Lead Member for Health and Wellbeing – Cllr Tony Leech*

*Lead Member for Enterprise – Cllr Ric Cheadle*

*Lead Member for Communities – Cllr Terry Pearce*

*Lead Member for Customer First – Cllr Jeff Moody*

*Lead Member for Resources and Performance – Cllr Chris Edmonds*

*Lead Member for Homes – Cllr Debo Sellis*

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Democratic Services Section by e-mail to [democratic.services@westdevon.gov.uk](mailto:democratic.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 Meeting	Consultees and means of consultation
Environment (Joint Local Plan)	<b>Title:</b> Supplementary Planning Documents to the JLP <b>Purpose of Report:</b> To seek approval to circulate the draft documents for consultation	Richard Grant/Cllr Mott	Report of Strategic Planning Manager (Joint Local Plan)	5 November 2019	First consultation with Partnership Board and then all Member Workshop
Communities/Wellbeing	<b>Title:</b> Partnership Funding Levels 2020/21 <b>Purpose of the report:</b> To decide funding levels for the next three years	Nadine Trout/ Cllr Pearce and Cllr Leech	Report of Commissioning Manager	5 November 2019	
Customer First	<b>Title:</b> Access to Services <b>Purpose of the report:</b> To report on the latest position in respect of Outreach services provided by the Council	Nadine Trout/ Cllr Moody	Report of the Deputy Commissioning Manager	5 November 2019	
Communities/Wellbeing	<b>Title:</b> Council Tax Reduction Scheme 2020/21 <b>Purpose of the report:</b> It is an annual requirement for the Council to revisit its existing council tax support scheme	Issy Blake/ Cllr Pearce & Cllr Leech	Report of Head of Housing, Revenues and Benefits Practice	5 November 2019	
Leader & Enterprise	<b>Title:</b> Accommodation Strategy <b>Purpose of report:</b> To make recommendations for a future accommodation strategy	C Brook/ Cllr Jory and Cllr Cheadle	Report of Head of Assets	5 November 2019	Accommodation Strategy Working Group
Environment (Joint Local Plan)	<b>Title:</b> Statement of Community Involvement <b>Purpose of Report:</b> To seek authority to go out to consultation on the Statement of Community Involvement	Richard Grant/Cllr Mott	Report of Strategic Planning Manager (Joint Local Plan)	5 November 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Council	<p><b>Title:</b> Budget Update report, including the announcement on the one-year Spending Review for 2020-21</p> <p><b>Purpose:</b> To update Members on the anticipated Government announcement on the One Year Spending Review for 2020-21</p>	Lisa Buckle/Cllr Jory	Report of s151 Officer	5 November 2019	
Enterprise	<p><b>Title:</b> Formation of a wholly owned company</p> <p><b>Purpose of Report:</b> To consider the formation of a wholly owned company to facilitate commercial activity</p>	C Brook/ Cllr Cheadle	Report of Head of Assets	3 December 2019	
Council	<p><b>Title:</b> Write Off Report for Quarter 2</p> <p><b>Purpose of report:</b> The Council is responsible for the collection of: Housing Rents, Sundry Debts including Housing Benefit Overpayments, Council Tax and National Non-Domestic Rates. The report informs members of the debt written off for these revenue streams.</p>	Lisa Buckle/ Cllr Edmonds	Report of s151 Officer	3 December 2019	
Council	<p><b>Title:</b> Revenue Budget Monitoring Quarter 2</p> <p><b>Purpose of report:</b> A revenue budget monitoring report to monitor income and expenditure variations against the approved revenue budget for 2019/20, and to provide a forecast of the year end position</p>	Pauline Henstock/ Cllr Edmonds	Report of Head of Finance Practice	3 December 2019	

Portfolio Area	Report Title and Summary	Lead Officer/ Member	Documents to be considered in making decision	Date of Meeting	Consultees and means of consultation
Council	<b>Title:</b> Capital Budget Monitoring Quarter 2 <b>Purpose of report:</b> The report advises Members of the progress on individual schemes within the approved capital programme for 2019/20, including an assessment of their financial position	Pauline Henstock/ Cllr Edmonds	Report of Head of Finance Practice	3 December 2019	
Council	<b>Title:</b> Draft Revenue Budget Proposals 2020/21 <b>Purpose:</b> To present draft budget proposals for 2020/21	Lisa Buckle/Cllr Jory	Report of s151 Officer	3 December 2019	
Council	<b>Title:</b> Draft Capital Programme Proposals 2020/21 <b>Purpose:</b> To present draft Capital Programme Proposals for 2020/21	Lisa Buckle/ Cllr Jory	Report of s151 Officer	3 December 2019	

# Agenda Item 7

Report to: **Overview and Scrutiny Committee**

Date: **19 November 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**

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](mailto:Rebecca.hewitt@teignbridge.gov.uk)  
[Louisa.daley@swdevon.gov.uk](mailto:Louisa.daley@swdevon.gov.uk)

---

## **Recommendations:**

**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 2019/20 the CSP received a £25,000 grant of Safer Communities funding from the PCC via the Safer Devon Partnership, in 2020/21 the CSP will receive the same amount. This funding pays for specific projects, some of which are listed below. The PCC elections will take place in May 2020 so funding after 2020/21 is uncertain.

## **KEY ACHIEVEMENTS**

### **Achievements across the whole of South Devon and Dartmoor CSP area**

- Developed the South Devon and Dartmoor Sexual Violence and Domestic Violence and Abuse Forum. This is Co-chaired with Splitz (Devon's commissioned service for Domestic Violence.) The forum is well attended by a range of agencies and voluntary sector. It has been successful in gaining £5,000 of funding from the Safer Devon Partnership to deliver an older persons toolkit.
- Regular engagement with South Devon MARAC (multi-agency risk assessment conference) to create safety planning for those experiencing domestic abuse in South Devon
- Continue to hold six monthly Community Safety meetings with secondary schools in each district resulting in extremely positive relationships in Teignbridge, West Devon and South Hams. The CSP has also provided funding for campaigns such as "Disrespect Nobody" campaign which ran in secondary schools in each area
- Supported Domestic and Sexual Violence survivors by providing support equipment such as alarms

- Continued close working with Integrated Offender Management and South Devon Police Proactive team around prolific offenders and safeguarding those vulnerable to exploitation. This includes safeguarding visits with Police during County Lines Intensification weeks in May and September 2019
- Delivered information sessions on County Lines and Youth Gangs to a range of organisations including: social care, Exeter Prison, Careers providers, Department for Work and Pensions, Young Devon, Town Councils, Rotary, registered housing providers to understand the implications of County Lines and cuckooing and how to report
- Provision of ASB service across SDD which included discussions about vulnerable adults as part of ASB meeting structure
- Engagement in the Devon and Torbay Prevent Partnership, The Anti-Slavery Partnership, The County Lines strategic meeting for Devon
- Delivered the tenth annual forum event which was held at Rattery Village Hall, attended by 108 delegates showcasing the work of the CSP
- Facilitated raising awareness of Extreme Right Wing symbolism to ensure reporting of any occurrences to Prevent Leads
- Safeguarding at events risk assessment produced for delivery in 2019 and invited to speak at the National Local Authority Event Co-ordinators Conference where we received very positive feedback. Two authorities have approached us to utilise the risk assessment
- Suicide Intervention briefings to partners. 345 pledges were received from a total of 82 different organisations. 78 people attended the half day Safetalk training which was held in Totnes and Newton Abbot
- Following feedback after the last round of Overview and Scrutiny meetings the CSP two hour briefing sessions to allow Members to have a greater insight into the workings of the partnership. These were well attended in each District and the feedback was positive
- The CSP has supported the development of the Adolescent Safety Framework for Devon. This framework is being led by Devon Children's Social Care to address risks from outside of the family
- The CSP lead the South Devon Exploitation Prevention Network which includes Torbay where partners are kept up to date on exploitation risks and reporting is encouraged
- Supported delivery of The Herbert Protocol – a system for helping to locate vulnerable missing people (often used by families of those who live with dementia)
- Presentations have been delivered to the CSP on suicide and this is an area for future work
- Successful in a joint bid to the Home Office for the delivery of the Turning Corners programme to the value of £538,000 which covers

Torbay, Teignbridge and South Hams to address Young Gang Culture

- Continued to share learning with other partners including the Metropolitan Police around Youth Gang Culture

### **Additional achievements specific to West Devon**

- Facilitate and chair Okehampton and Tavistock 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
- 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
- Co-ordinated multi agency meetings to support the delivery of Operation Linger in Okehampton which focused on vulnerability of some young people
- Provided funding for youth outreach and diversionary activity in Bere Alston
- Provided funding and support for the Police Diversionary Support Team which focuses on adults needing additional support in order to reduce offending and reduce agency demand

### **Achievements in Anti-Social Behaviour – West Devon**

- There has been one Community Trigger activation within West Devon. This related to a long running neighbour dispute. A review meeting to discuss all aspects of the disputes was convened and the result of the review meeting was that both the Police and WDBC had taken all possible action to resolve the issue. This information was relayed back to the party activating the Trigger. The decision was later appealed and the Office of the Police and Crime Commissioner concluded that the Trigger had been dealt with correctly. A recommendation was made that the Community Trigger Review meeting should be chaired by an independent party, this will be delivered in future.
- A Community Protection Notice (CPN) was issued to a resident in West Devon. This action was taken after considerable multi-agency working with police. The resident was videoing people and vehicles in a village and then posting those videos on social media, often accompanied with inflammatory comments. Despite the CPN being issued the resident continued this activity and a Fixed Penalty Notice (FPN) will be issued in line with our escalation procedure.
- A Criminal Behaviour Order (CBO) was sought against a male who was sleeping in a disabled toilet in West Devon. The male had previously been issued with a CPN which he regularly breached. He appeared at Plymouth Magistrates Court and pleaded guilty. On the back of that conviction a CBO was granted, restricting him from

sleeping in the disabled toilets in two communities. At the same time WDBC Housing was able to offer him accommodation. He became under threat of eviction due to his behaviour and alternative accommodation was provided. Unfortunately he has later evicted from this address and subsequently went to other toilets in West Devon. There is currently a request to vary the CBO to include 'any toilets owned or operated by either WDBC or any Town or Parish Council within the West Devon area.' This action has been the result of extensive multi-agency working with Police.

- Following extensive multi-agency working between the Police, WDBC and LiveWest an ASB Injunction was sought in relation to a West Devon tenant due to their intimidation of neighbours. This action was taken after their tenant had been offered Drug & Alcohol support, together with support from the Mental Health Team. This Injunction is still being monitored.
- There is continued engagement with the monthly ASB meeting where individuals causing ASB are discussed with regular attendance by Police, Registered Social Landlords & West Devon Borough Council. Also at this meeting vulnerable adults are also discussed to ensure that all agencies are aware and that appropriate support is being offered.

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

The CSP has adopted an intelligence led approach and is directed by the findings of the Devon and Peninsula Strategic Assessments. 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.

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

The main considerations for members include –

- 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 Devon and Peninsula Strategic Assessments.

#### **6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address



Report to: **Overview and Scrutiny Committee**  
Date: **19 November 2019**  
Title: **Customer Satisfaction Survey**  
Portfolio Area: **Customer First – Cllr Jeff Moody**  
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:  
(e.g. referral on of recommendation or implementation of substantive decision) **Hub and Council**

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

Contact: [Nadine.Trout@swdevon.gov.uk](mailto:Nadine.Trout@swdevon.gov.uk)

---

## **RECOMMENDATION**

**That Overview and Scrutiny Committee notes the results from the Customer Satisfaction Survey and notes the proposed way forward in section 5 of the report and makes any necessary recommendations to the Hub Committee.**

### **1. Executive summary**

- 1.1 This report is presented by the portfolio holder for Customer First and details the scores achieved by the Council as part of a recent Institute of Customer Service customer satisfaction benchmark survey.
- 1.2 The data in Appendix A clearly shows that the Council's overall Customer Satisfaction has improved with nearly a 12% improvement in delivering service right first time; a 10.8% reduction in customers who had cause to complain; and an increase in satisfaction across all channels of communication - including a 8.5% satisfaction by phone and 7.7% satisfaction by web.
- 1.3 However, whilst the Council's scores are up on last year, it is recognised that the Council still has much to do, to be on a par with the top national performers across all sectors. This report therefore includes a recommended next steps (detailed in section 5) with a view to building on progress made to date and to further improve the Council's customer satisfaction scores.

## **2. Background**

- 2.1 In 2018 the Council in partnership with South Hams District Council became a Member of the Institute of Customer Service. The Institute is an independent, not for profit membership body with over 480 organisational members. 80% of members are from the private sector and 20% from the public sector. The Institute is renowned for providing customer survey, benchmarking and training services.
- 2.2 The purpose for joining the Institute of Customer Service was to obtain a true benchmark of our customers' experience against the best private and public organisations in the country; and more importantly use our membership to learn from the top performing companies as to how best we can improve our customer service.
- 2.3 It's important to note top scoring organisations include Amazon, First Direct, O2, Marks and Spencer, BMW and government agencies such as HMRC and DWP.
- 2.4 On 19 June 2018 the Council launched its first Institute of Customer Service Survey by contacting over 3,000 West Devon Borough Council customers. Contact was made by either email or text.
- 2.5 On 7 October 2019 (to coincide with National Customer Service Week) the survey was repeated. As before customers were only contacted if they had had dealings with the Council within the last three months. Each email was personalised with the customer's name and their reason for contacting the Council. Customers were asked to provide honest and anonymous feedback on their recent customer experience. Customers did this by clicking on a link which took them to a survey hosted on the Institute of Customer Service survey portal.
- 2.6 On the two occasions the Council has undertaken these surveys we have achieved a very good response rate of between 11-14% thus far exceeding the Institute of Customer Services minimum return rate of 100 responses.
- 2.7 The survey responses are used by the Institute of Customer Service to benchmark the Council against the UK Customer Satisfaction Index. The index is updated twice a year and canvasses the opinions of 10,000 UK customers.
- 2.8 2019 survey results can be found in Appendix A, which for ease also includes comparison figures against the Council's 2018 results.
- 2.9 It is important to note, Appendix A shows combined scores for West Devon Borough and South Hams District Councils. The reason for this is because the Councils' share one workforce who service customers regardless of whether they are a South Hams or West Devon customer.

### **3 Outcomes/outputs**

3.1 When the Council conducted the survey last year it pledged to improve results across the board but in particular deliver the following:

- *Outcome 1 - Improvement in overall benchmarking scores*
- *Outcome 2 - Improvement in 'right first time'*
- *Outcome 3 - Improvement in 'keeping customers informed'*

#### **3.2 Outcome 1**

In 2018 the Council stated it would achieve a minimum 5.1 point improvement and a stretch target of 7.5 improvement in the Council's overall benchmarking score in the 2019 Customer Satisfaction Survey. Thereby bringing the Council's score in line with the average national UKCSI (UK Customer Service Index) for local councils of 63.4 in 2018.

##### **2019 Result:**

The Council achieved a 6.6 point improvement to 64.9 points whereas the average local council score in 2019 has dropped by 2.6 points to 60.8 points. Therefore making West Devon Borough and South Hams District Councils' score **4.1 points higher** than the national local council average.

#### **3.3 Outcome 2**

In 2018 the Council stated it would achieve a minimum 15% uplift to the Council's 'right first time' score in the 2019 Customer Satisfaction Survey. Thereby bringing the Council's score to 56.3% and slightly surpassing the average national UKCSI (UK Customer Service Index) for local councils of 56.2%

##### **2019 Result:**

The Council achieved an 11.8% improvement, resulting in a score of 53.1%. Therefore bucking the national downward trend and making West Devon Borough and South Hams District Councils' score **0.5% higher** than the national council average in 2019.

#### **3.4 Outcome 3**

In 2018 the Council stated it would achieve a minimum 1.2 point uplift and a stretch target of a 2.7 point increase to the Council's 'keeping customers informed' score in the 2019 Customer Satisfaction Survey. Thereby bringing the Council's score to 6.2 and in line with the average national UKCSI (UK Customer Service Index) for local councils or in line with the UKCSI average for all service sectors if the stretch target were achieved.

##### **2019 Result:**

The Council achieved only a 1 point increase bringing its score to 6 points. Therefore making West Devon Borough and South Hams District Councils' score **0.2 points lower** than the national council average in 2019.

- 3.5 It is important to note that these results have been achieved without any additional resources. Furthermore, the progress made is considered a significant achievement considering that the Institute of Customer Services own reports show that nationally, all sectors saw a reduction in customer satisfaction by 0.8 points compared to the same period last year – see page 3 of Appendix A.

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

##### 4.1 Do nothing option

The Council could chose to disregard the results of the Council's recent Customer Satisfaction Survey and take no further action. However, in doing so the Council would be failing to act upon valuable customer feedback and would be at risk of reputational harm.

##### 4.2 Take action option

By taking action as detailed in section 5 below the Council would be proactively responding to the Customer Survey results. It is therefore deemed appropriate to pursue this option.

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

- 5.1 Clearly the Council should strive to get all services delivered 'right first time', every time and in doing so ensure customers are kept well informed. To ensure customer satisfaction improves it is recommended the following actions are pursued:

##### 5.2 Customer Service Improvement Manager

As part of the Council's Extended Leadership Team restructure due to take place in December 2019 it is proposed a dedicated Customer Service Improvement Manager post is created to ensure the Council puts the customer at heart of everything it delivers. The role would particularly focus on enhancing the service we provide to our customers and communities and setting the standard for excellence in service delivery across the organisation.

##### 5.3 Complaint Handling Review

The results in Appendix A, page 11 clearly show that there is still a significant need for the Council to improve its complaint handling compared to the national top performers. It is envisaged that when in post the Customer Service Improvement Manager will conduct a review of the Council's complaint handling and ensure steps are in place to learn from complaints and ensure complaints of a similar nature do not materialise again in future.

##### 5.4 Staff Meetings, Performance Monitoring and Training

It is proposed Customer Service continues to play a pivotal role in staff away days and team meetings. Whereby staff take stock of service delivery and come together to discuss and trial potential improvements. Performance monitoring is also key and it is proposed that all staff are continued to be given very clear

customer targets, relevant to their role and are monitored to ensure these target are achieved. Where targets are not met it is crucial that resources are in place to support training and development.

**5.5 I.T. Procurement and Improvement**

It is recognised that the Council’s work processing software is not as slick as it could be which has resulted in numerous work arounds over the years and an inability to keep track of a customer requests as well as we’d like to. It is proposed that over the course of the next 12 months software is put in place to better manage and prioritise service requests and ensure functionality is in place to clearly keep customers informed and process request efficiently.

**5.6 Continued Surveying**

The Customer Satisfaction Survey results have undoubtedly highlighted the need for continued customer service improvement. It is therefore proposed surveys continue in order to gain a clear insight on where improvement is needed. In addition to this it is recognised the importance customer focus group play in testing new ways of delivery before improvements are made. As such it is proposed a concerted effort is made to involve customers in the IT improvement programme detailed above.

**5.7 Progress Reporting**

It is felt that in order to improve Customer Service it very much needs to remain high on the Council’s agenda. It is therefore proposed progress reports are regularly presented to Members of the Council via relevant Committees, as well as to staff via the Council’s in-house, weekly e-newsletter the Friday Flash.

**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 customer satisfaction levels 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

Supporting Corporate Strategy	Y	Council Theme – Efficient and Effective
Climate change – Carbon / Biodiversity Impact		Striving to improve customer satisfaction and delivering services right first time ensures valuable resources are not wasted in re-doing work.
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		-

## **APPENDICES**

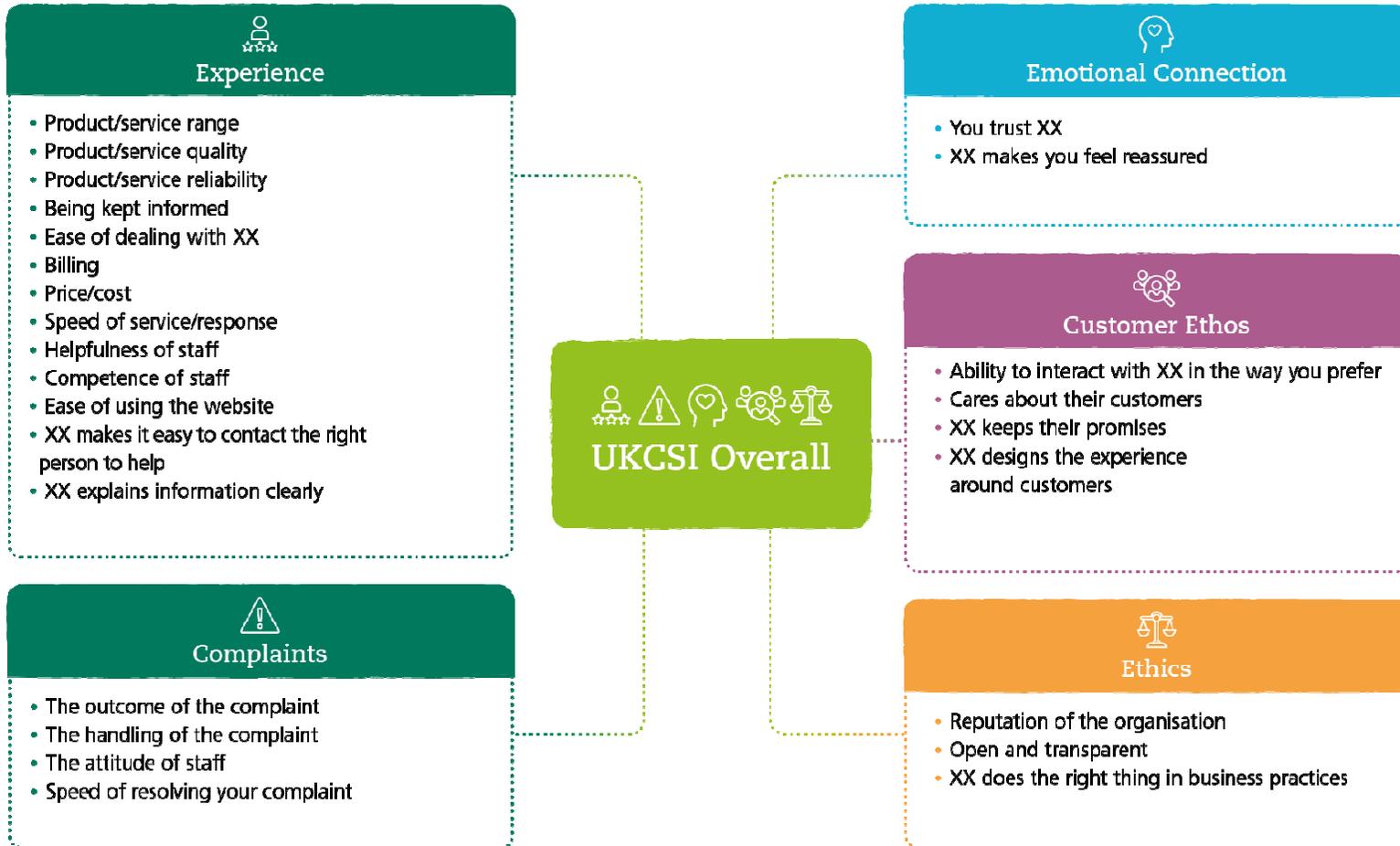
### Appendix A – Customer Survey Results



# Business Benchmarking

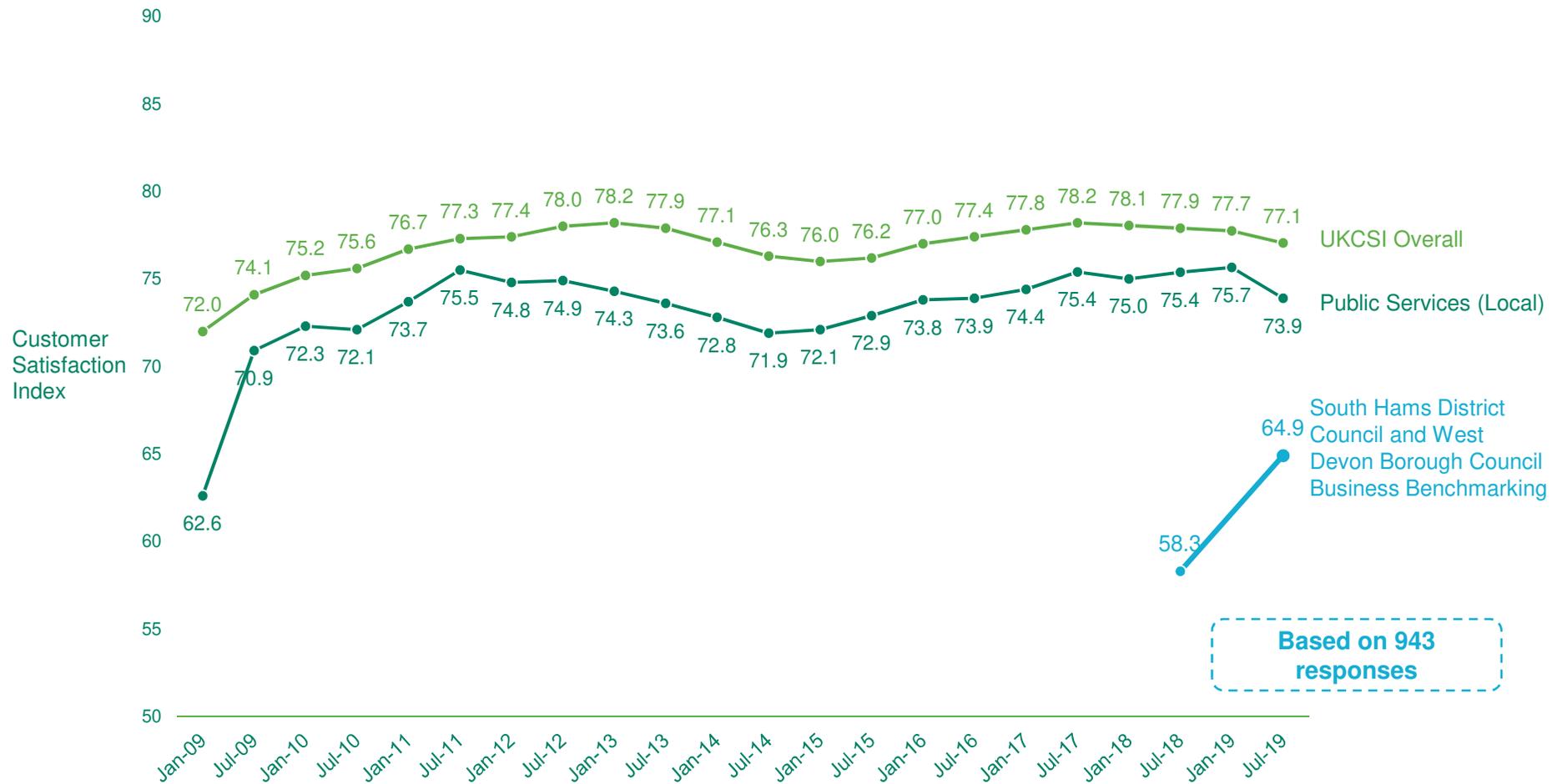
South Hams District Council and West  
Devon Borough Council benchmarked with  
the July 2019 UKCSI Public Services  
(Local) sector results

# Business Benchmarking | Top customer priorities



# Business Benchmarking | South Hams District Council and West Devon Borough Council Satisfaction trends

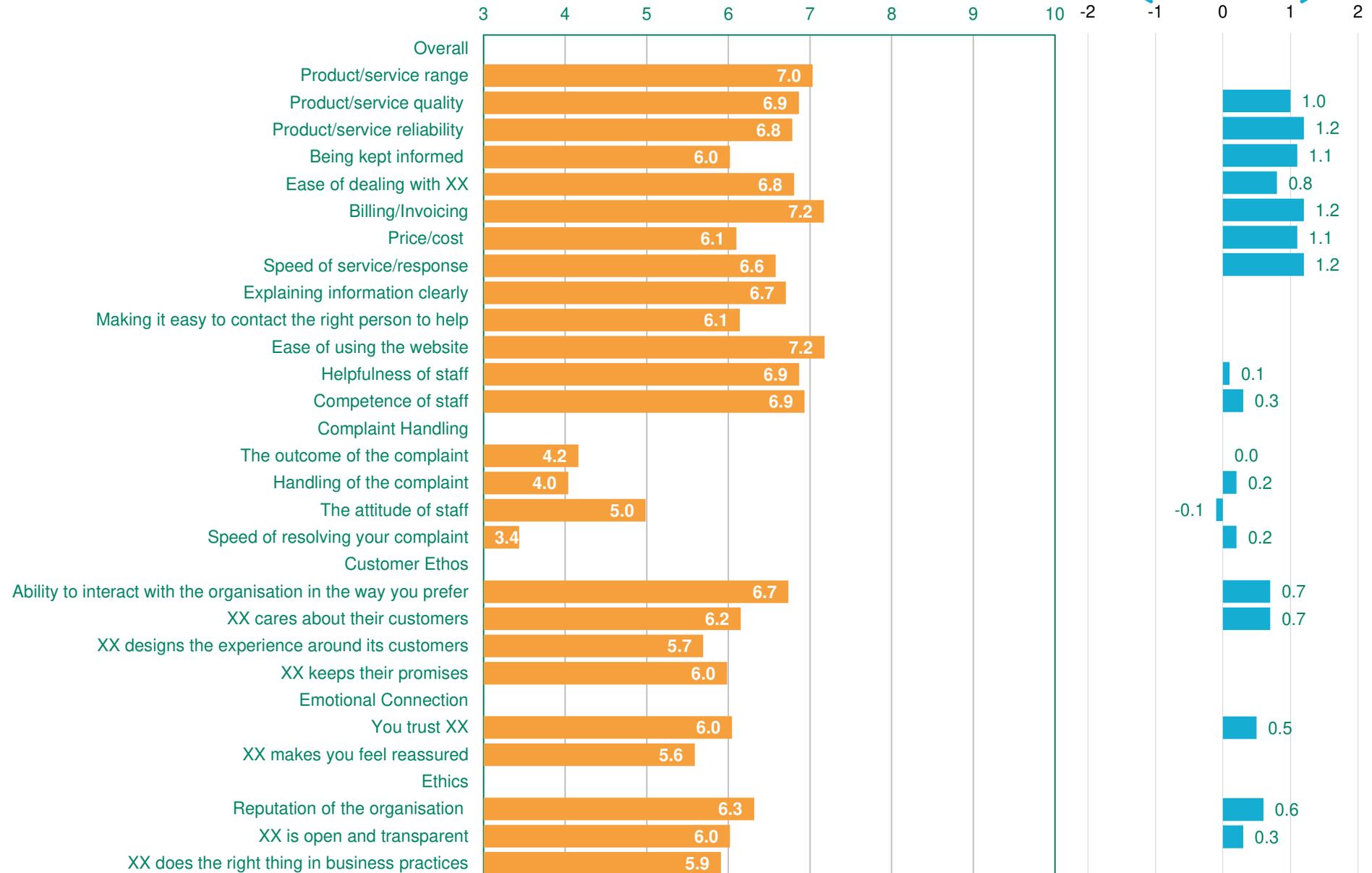
Page 27



# Business Benchmarking | South Hams District Council and West Devon Borough Council

Average satisfaction score in January 2019

Less satisfied/more satisfied than your last survey



# Business Benchmarking | South Hams District Council and West Devon Borough Council UK Customer Satisfaction Index (UKCSI)

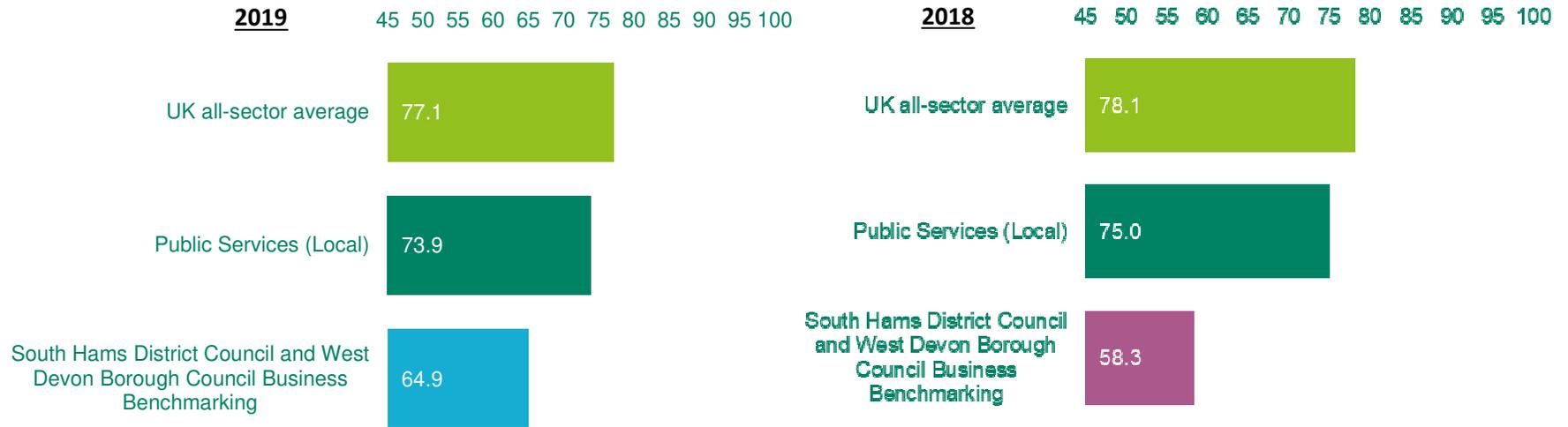


The score given to South Hams District Council and West Devon Borough Council by their customers: **64.9**

Note, “your local Council” is the national average council scoring

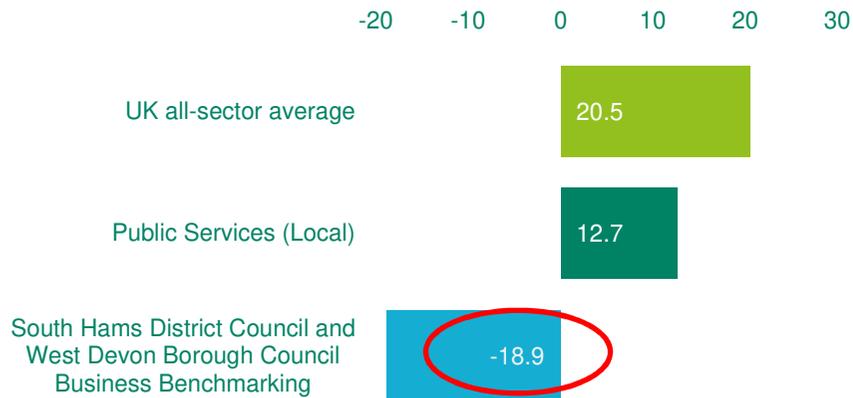
# Business Benchmarking | South Hams District Council and West Devon Borough Council

## UK Customer Satisfaction Index (UKCSI)



Page 30

## Net Promoter Score



An 11.7 points improvement compared to 2018 results

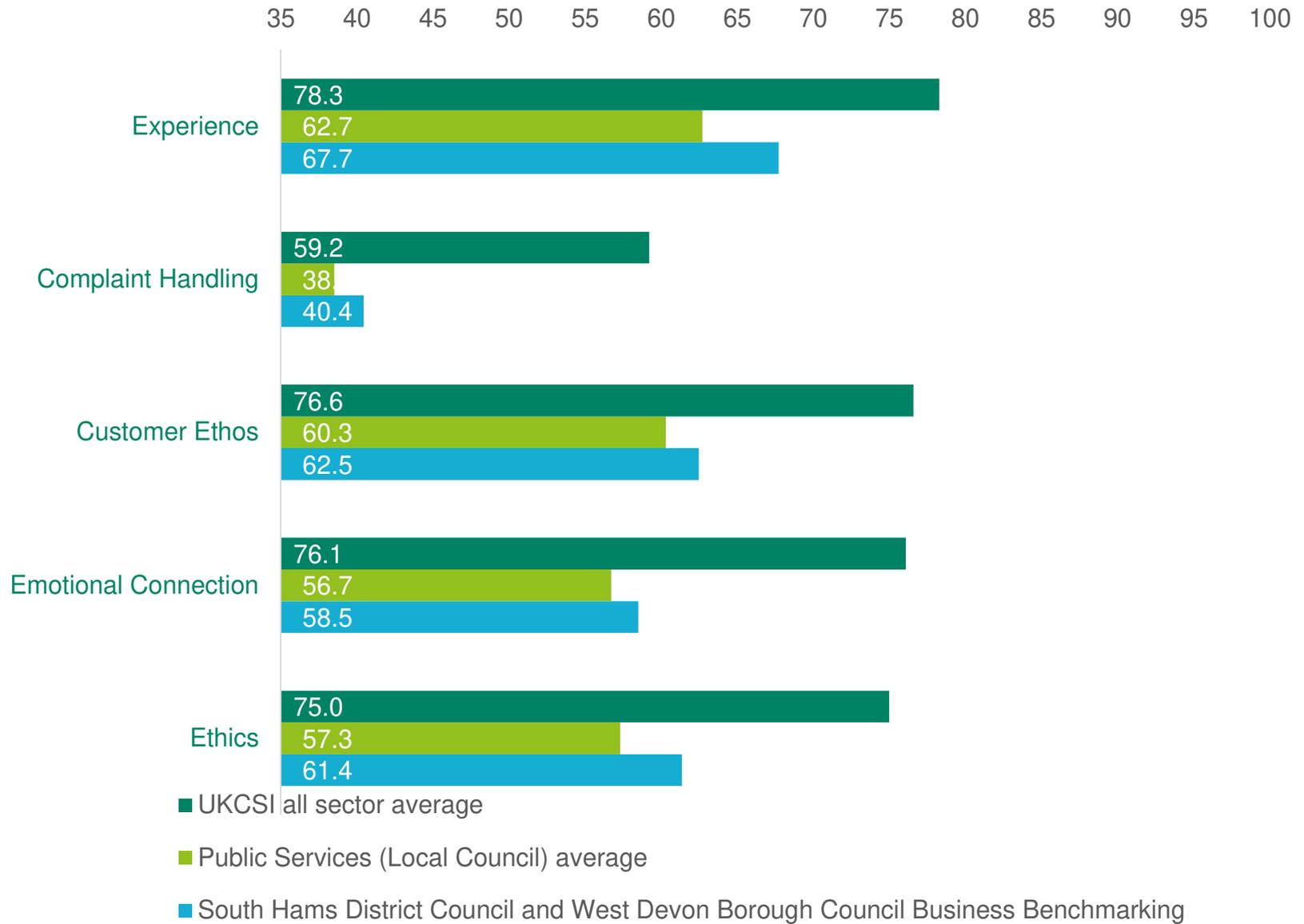
## Customer Effort



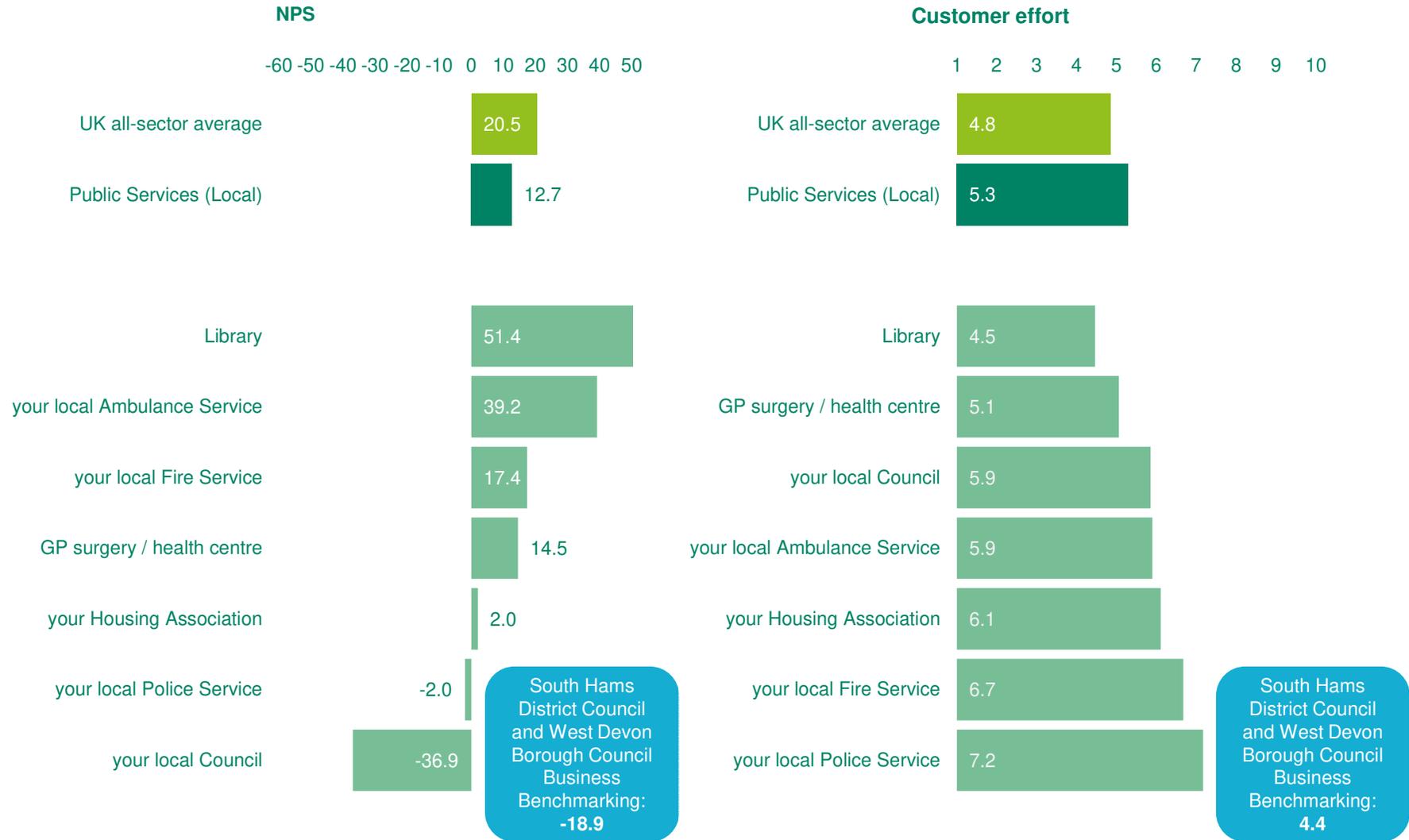
A 0.7 point improvement compared to 2018 results

# Business Benchmarking | South Hams District Council and West Devon Borough Council

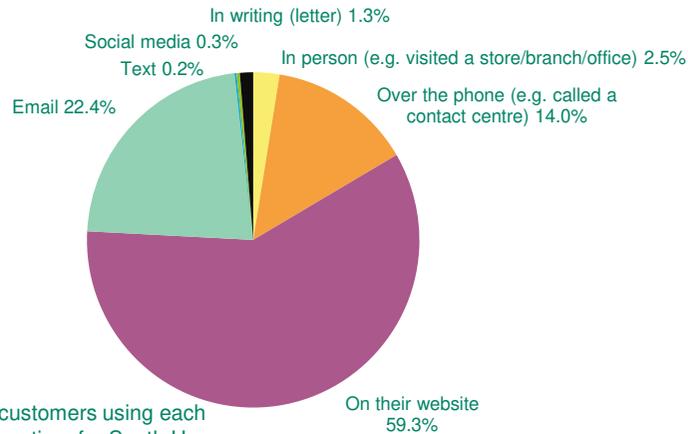
## UK Customer Satisfaction Index (UKCSI) & Customer priorities



# Business Benchmarking | South Hams District Council and West Devon Borough Council Net Promoter Score and Customer Effort

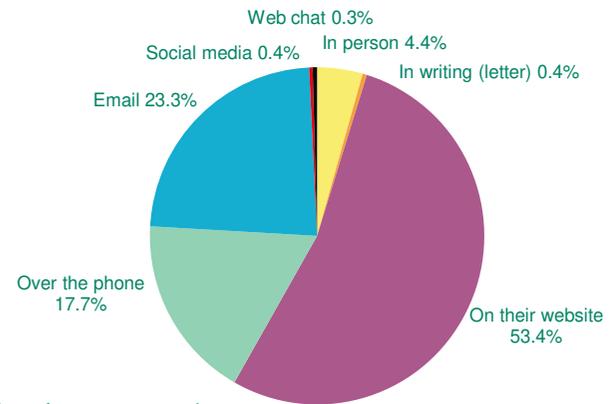


### Frequency of channel 2019



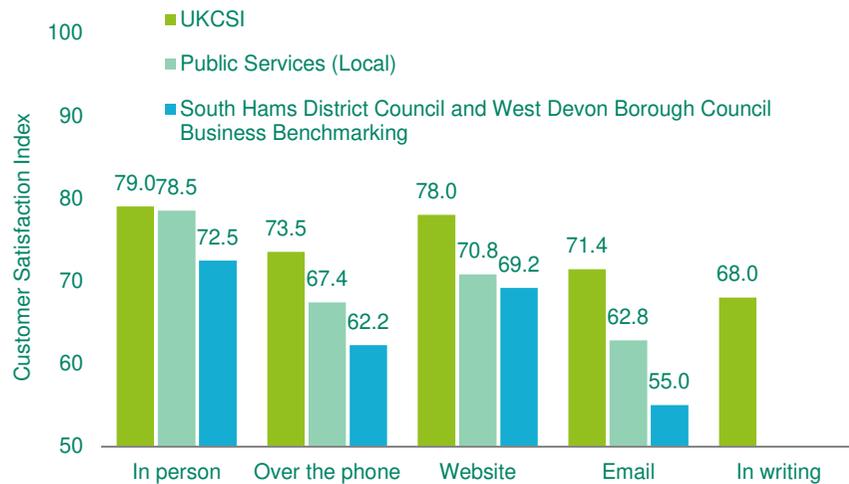
The proportion of customers using each channel for their interaction, for South Hams District Council and West Devon Borough Council

### Frequency of channel 2018



The proportion of customers stating each reason for contact, for South Hams District Council and West Devon Borough Council

### Satisfaction by channel 2019

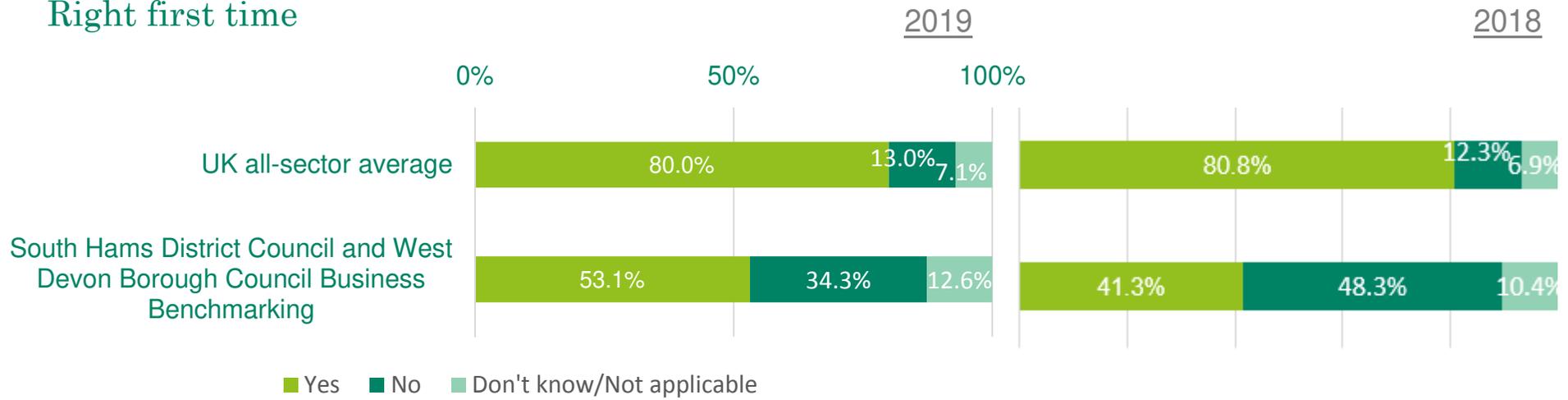


### Satisfaction by channel 2018

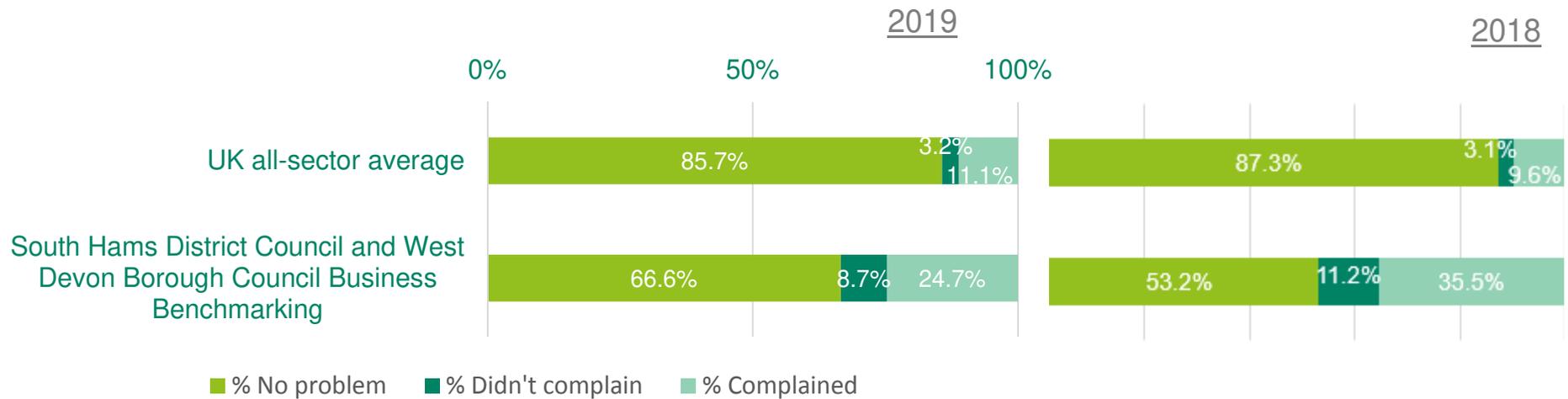


# Business Benchmarking | South Hams District Council and West Devon Borough Council

## Right first time



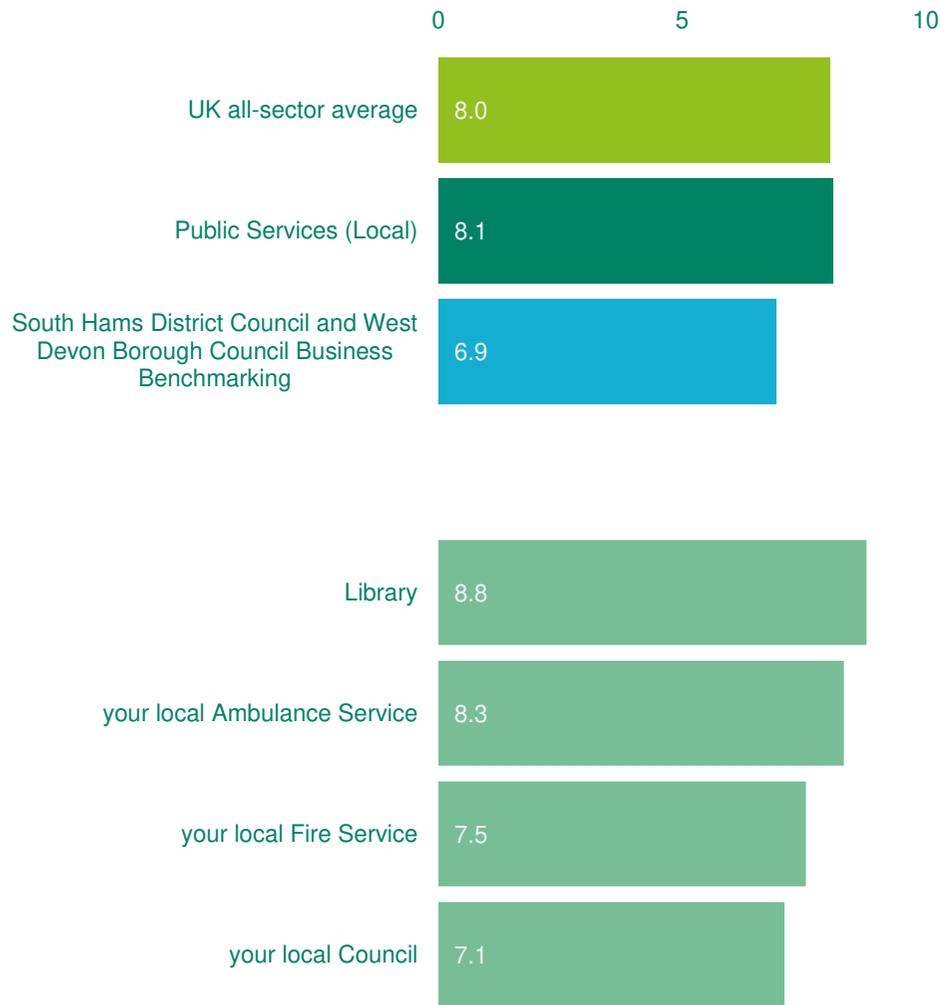
## Complaints data



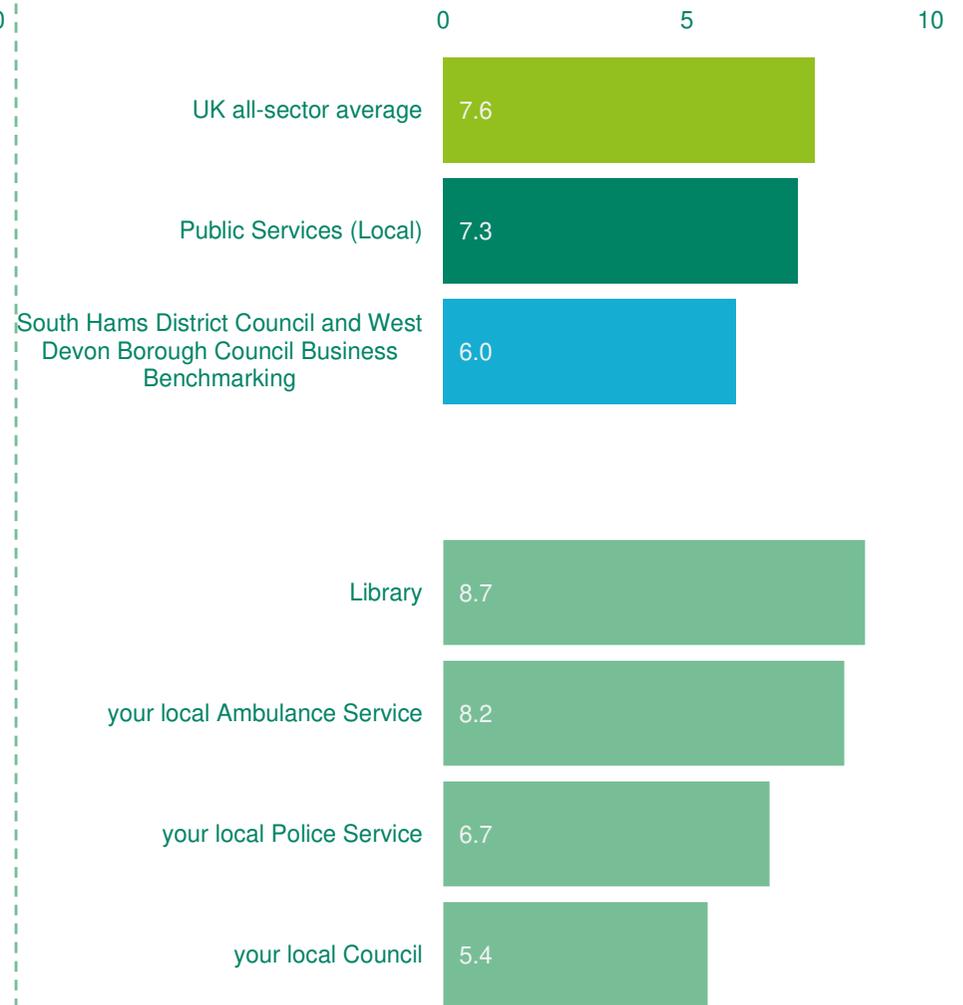


# Business Benchmarking | South Hams District Council and West Devon Borough Council

## Satisfaction and intention to remain a customer



## Satisfaction and intention to recommend



\*organisation scores compared against top and bottom 2 in their chosen sector

# Business Benchmarking | South Hams District Council and West Devon Borough Council

## Range of scores against customer priorities

◆ South Hams District Council and West Devon Borough Council Business Benchmarking  
 ■ Above average sector organisations  
 ■ Below average sector organisations

Put last year  
 alongside



Comparisons were only made between companies with base sizes over 10. Factors with less than 4 companies scoring them were removed from the analysis.



T: 0207 260 2620  
E: [enquiries@icsmail.co.uk](mailto:enquiries@icsmail.co.uk)  
[instituteofcustomerservice.com](http://instituteofcustomerservice.com)

Report to: **Overview & Scrutiny Committee**  
Date: **19 November 2019**  
Title: **Ombudsman's Annual Review Letter 2019**  
Portfolio Area: **Portfolio Holder: Cllr Edmonds**  
Wards Affected: **All**

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

Date next steps can be taken: **Hub Committee 3  
December 2019**

Author: **Catherine Bowen** Role: **Monitoring Officer**  
**Kate Hamp** **Case Management Manager**

Contact: **Email: [Catherine.bowen@swdevon.gov.uk](mailto:Catherine.bowen@swdevon.gov.uk)**  
**[Kate.hamp@swdevon.gov.uk](mailto:Kate.hamp@swdevon.gov.uk)**

---

## Recommendations:

- 1. To review the Ombudsman Annual Letter for 2019 (attached at Appendix A) and consider what further corporate lessons may be learnt and whether further service improvements are required.**
- 2. To make any necessary recommendations to the Hub Committee.**

## 1. Executive summary

- 1.1. The purpose of this report is to consider the Local Government & Social Care Ombudsman's (LGO) Annual Review Letter 2019 regarding Ombudsman complaints received against the Council for the period 1 April 2018 to 31 March 2019 (attached as Appendix A to this report). This also includes Annex 1 'Complaints and enquiries received', Annex 2 'Decisions made' and Annex 3 'Compliance with Ombudsman recommendations'.
- 1.2. Members are requested to review the Annual Letter 2019 (and attachments) from the Ombudsman and consider what corporate lessons have been learnt (or can be learnt) from the outcome of the complaints and whether further service improvements can be made.

- 1.3. Additionally, the Ombudsman publishes annual data for all authorities on the LGO website and for the first time includes data on Councils' compliance with the Ombudsman's recommendations please follow this link:  
<https://www.lgo.org.uk/your-councils-performance/west-devon-borough-council/statistics>

## 2. Background

- 2.1. The Local Government Ombudsman's corporate strategy is based on the twin pillars of remedying injustice and improving local public services, and as part of this role the Ombudsman investigates complaints made by members of the public about public authorities. This currently excludes parish and town councils. In making recommendations where the Ombudsman has found fault, the purpose is to remedy injustice caused to individuals and also to prevent future injustice to others by improving practice.
- 2.2. The Ombudsman will investigate a complaint if it relates to maladministration or injustice by the Council. The Ombudsman is not able to investigate all of the complaints referred to him, as some will fall outside of his remit, and the Ombudsman can only consider complaints that have first been considered through the Council's own internal complaints procedure; this is because the Council must have had the opportunity to consider, and respond to, the complaint first. A complainant cannot appeal against the Ombudsman's decision, but complaints may be reviewed if new information is presented to the Ombudsman.
- 2.3. The Ombudsman's Annual Review Letter 2019 is attached at Appendix A and comprises a written report and summary tables. The Ombudsman publishes data on:
  - 2.3.1. The number of complaints and enquiries received (Appendix A and Annex 1)
  - 2.3.2. Decisions made (including reason for decision) (Appendix A and Annex 2)
  - 2.3.3. Number of satisfactory remedies made by the Council (Appendix A)
  - 2.3.4. Compliance with the Ombudsman's recommendations (Appendix A and Annex 3).
- 2.4. In recognition of the resource pressures that many authorities are working in (and which are often the context for problems that the Ombudsman investigates) the Ombudsman has published a significant piece of research looking at some of the common issues that the Ombudsman is finding as a result of change and budget constraints. Please follow this link for the research report and accompanying good practice guide: <https://www.lgo.org.uk/information-centre/news/2018/dec/councils-mustn-t-throw-out-the-rule-book-in-the-face-of-pressure-says-ombudsman>

## 3. Outcomes and Outputs

- 3.1. In the Annual Letter, the Ombudsman provides a breakdown of the investigations that he has upheld in order to show the number of cases where the Ombudsman's recommendations have remedied the fault, and to also show where the Council had already offered a satisfactory remedy during the local complaints part of the process.

In these latter cases, the Ombudsman provides reassurance that the Council had satisfactorily attempted to resolve the complaint through its internal complaints process.

3.2. Where the Ombudsman finds that the Council has acted with fault, and that fault has caused injustice to the complainant, he will make recommendations to the Council to put things right and this can include:

- 3.2.1. asking the Council to make an apology (if it has not already done so)
- 3.2.2. reinstating a service
- 3.2.3. making a decision on something under the right grounds, or
- 3.2.4. providing information.

3.3. If an injustice cannot be remedied through remedial action, the Ombudsman may recommend a financial payment. There were no financial payments recommended or paid during this period.

3.4. The following table shows the number of complaints received and decided by the Ombudsman for last five years: The disparity in numbers can be explained by the inclusion in the 'decided cases' column of those sent back by the Ombudsman or incomplete.

Year	Number of complaints received	Number of complaints decided
2018/19	10	8
2017/18	12	11
2016/17	5	7
2015/16	8	7
2014/15	12	13

3.5. The Council is unlikely to be in a position where no complaints are referred to the Ombudsman, because some complainants will remain unsatisfied with the outcomes of the Council's investigations where there is no finding in their favour. This year the number of complaints decided has reduced and two complaints were upheld and fault found.

3.6. There is no relevant compliance data available as the Ombudsman has not made any recommendations on any of these matters.

3.7. A more detailed summary of the complaints and Ombudsman decisions for 2018/19 is attached as Appendix B. The final column shows what actions or measures the Council has taken or put in place as a result of the complaint in order to improve services or processes.

3.8. Members will note that the complaints in the Ombudsman's tables do not strictly correspond with the complaints in the Council's records at Appendix B, and this is due to several factors; for example, the Ombudsman's figures include enquiries from people that they signpost back to the Council but who may not necessarily make a

complaint, and not every decision will relate to a complaint made in that financial year (it may have been received in the previous financial year but a decision made this year; conversely a complaint may have been received before 31 March 2019 and the decision not made until the next financial year).

- 3.9. To put the numbers of Ombudsman complaints into context, this year the Council has resolved 91 of the complaints made by talking to the customer and reaching a resolution without proceeding with the formal process. The Council received a total of 205 stage 1 complaints and 14 stage 2 complaints. Of the stage 1 complaints, 110 concerned Waste and Recycling, 25 about Planning and 12 about Council Tax. In order to reduce complaint numbers and improve customer satisfaction, the teams have been holding weekly customer satisfaction meetings to identify and discuss complaints with the purpose of putting in place service improvements to prevent complaints from reoccurring.

#### 4. Proposed Way Forward

- 4.1. Members will note that the overall number of complaints is down from the previous year and the number of upheld complaints was 2 compared with nil last year. However, whilst two matters were upheld, the Ombudsman did not make any recommendations to the Council for the reasons stated in Appendix B. Further, when compared to the number of concerns raised by customers and those complaints that are pursued through stages 1 and 2 of the Council's internal complaints process, it is clear that the Council continues to build on the implementation of the corporate complaints policy introduced in 2015 which sets out the clear and consistent two-stage process across the Councils for considering complaints.
- 4.2. It is recommended that the Council continues to embed the corporate complaints policy across the Council and endeavour to resolve complaints at a local level as early as possible (particularly by contacting the customer) and fully implement any learning outcomes to enable even further improvements.

#### 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<p>The Local Government &amp; Social Care Ombudsman is governed by the Local Government Act 1974 and is responsible for considering complaints against local authorities which the complainant considers have not been resolved locally.</p> <p>The Overview &amp; Scrutiny Committee is responsible for having an overview of complaints handling and for an overview of Ombudsman complaints, and the Ombudsman</p>

		<p>Annual Review Letter is an important part of that process.</p> <p>The decisions in respect of each case are provided to the relevant service in order that any recommendations made by the Ombudsman are acted upon and lessons learnt can be implemented.</p>
Financial	Y	<p>Where is it necessary to settle a complaint by the payment of compensation (or the Council has already offered a settlement) payment is made out of the current year's revenue budget for the service in question.</p> <p>The Ombudsman did not make any recommendations of financial settlement during this period.</p> <p>There are resource implications in the officer time spent in dealing with the complaint in both the initial stages under the Council's internal complaints policy as well as the resources required in responding to the Ombudsman complaint, but it is not currently possible to quantify this time.</p>
Risk	Y	<p>It is important that the Council is aware of the number and type of complaints made to the Ombudsman together with the outcomes and lessons learnt.</p> <p>Whilst it is not possible to eliminate complaints, it is possible to manage the complaints efficiently and learn from the outcomes of these complaints to mitigate the risk of recurrence and deliver service improvements.</p>
Climate Change – Carbon / Biodiversity Impact	N	There are no direct carbon /biodiversity impacts arising from this report.
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		This has been considered in the Complaints policy and within the individual complaint's where relevant
Safeguarding		N/a
Community Safety, Crime and Disorder		N/a
Health, Safety and Wellbeing		N/a
Other implications		N/a

### **Supporting Information**

#### **Appendices:**

#### **Appendix A: The Local Government Ombudsman's Annual Review Letter 2019**

- **Annex 1: Type and number of complaints received by the Ombudsman**
- **Annex 2: Number, type and outcome of complaints**
- **Annex 3: compliance with the Ombudsman's recommendations.**

#### **Appendix B: Table of West Devon Borough Council's Ombudsman Complaints for 2016 – 2017**

**Background Papers:** None

This page is intentionally left blank

24 July 2019

*By email*

Sophie Hosking  
Executive Director and Head of Paid Service  
West Devon Borough Council

Dear Mrs Hosking

### **Annual Review letter 2019**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

### **Complaint statistics**

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

### **New interactive data map**

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the

common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a horizontal line underneath.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

**Local Authority Report:** West Devon Borough Council  
**For the Period Ending:** 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	1	0	0	2	0	1	6	0	10

## Decisions made

Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Detailed Investigations			Total
				Not Upheld	Upheld	Uphold Rate (%)	
0	0	3	1	2	2	50	8

**Note:** The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

## Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

**Note:** These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

## Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
0	0	0	0	<b>Number</b>
	0%		-	<b>Compliance rate**</b>
<p><b>Notes:</b>            * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year.            ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

This page is intentionally left blank

Reference	Authority	Category	Received
18001577	West Devon Borough Council	Planning & Development	30 Apr 2018
18003839	West Devon Borough Council	Benefits & Tax	12 Jun 2018
18004459	West Devon Borough Council	Planning & Development	21 Jun 2018
18005246	West Devon Borough Council	Planning & Development	05 Jul 2018
18007938	West Devon Borough Council	Planning & Development	21 Aug 2018
18012640	West Devon Borough Council	Housing	14 Nov 2018
18013983	West Devon Borough Council	Environmental Services & Public Protection & Regulation	10 Dec 2018
18015798	West Devon Borough Council	Planning & Development	18 Jan 2019
18015854	West Devon Borough Council	Planning & Development	18 Jan 2019
18019737	West Devon Borough Council	Environmental Services & Public Protection & Regulation	26 Mar 2019

This page is intentionally left blank

Reference	Authority	Category	Decided	Decision	Decision Reason	Remedy	
18004459	West Devon Borough Council	Planning & Development	21 Jun 2018	Premature Decision - advice given	Referred back for local resolution	Null	
17013884	West Devon Borough Council	Environmental Services & Public Protection & Regulation	27 Jun 2018	mal no inj	Upheld	Null	
18003839	West Devon Borough Council	Benefits & Tax	13 Jul 2018	Premature Decision - referred to BinJ	Referred back for local resolution	Null	
18001577	West Devon Borough Council	Planning & Development	16 Jul 2018	no mal	Not Upheld	Null	
18005246	West Devon Borough Council	Planning & Development	18 Oct 2018	Not warranted by alleged injustice	Closed after initial enquiries	Null	
18013983	West Devon Borough Council	Environmental Services & Public Protection & Regulation	10 Dec 2018	Premature Decision - advice given	Referred back for local resolution	Null	
18007938	West Devon Borough Council	Planning & Development	08 Jan 2019	mal no inj	Upheld	Null	
18015798	West Devon Borough Council	Planning & Development	28 Mar 2019	Other reason not to continue with investigation	Not Upheld	Null	

This page is intentionally left blank

No compliance data recorded for this period.

This page is intentionally left blank

Ref	Category	Brief Description	Decision date	Decision	Decision Details	Learning Outcomes	Actions
17 013 884	Environmental Health	The Council failed to take action in respect of a rat infestation in a manure heap on a neighbouring property	27/06/2018	Fault	While there is evidence of fault the Ombudsman was not persuaded the outcome would have been any different but for this fault. The Council used its professional judgement to decide not to take further action as the neighbour was taking reasonable steps.	None	
18 001 577	Planning	The Council granted planning permission for a development in a cavalier manner and with little regard for complainants	16/07/2018	No fault	The Council took account of all material planning considerations, and objections were reflected in the case officer's report. Reasoned justification for judgements made was provided and clarified by the Council through the complaints process. Councillors were performing their constituency role rather than acting in an operational capacity for the Council, and their failings cannot therefore be seen as a fault by the Council.	None	
18 003 839	Council Tax	The Council did not respond to query regarding previous year's Council Tax	13/07/2018	Not investigating	Premature - not completed Council's complaints process	None	
18 005 246	Planning	The Council failed to properly advertise its proposals for an area of land under the Joint Local Plan and therefore denied the complainant the opportunity to put her concerns to the Planning Inspector.	18/10/2018	Not investigating	Any injustice from any fault is speculative as the land is not adjacent to the complaint's property boundary, the JLP has not yet been adopted, no building has taken place and it is not known if any will. The ombudsman cannot remedy a speculative injustice.	None	
18 007 938	Planning and Enforcement	The Council failed to identify a previous investigation of the same issue, delayed dealing with an enforcement complaint, and gave the owner of a carport too long to submit a planning application thus allowing the carport to become lawful and preventing neighbours from commenting on the planning application.	10/01/2019	Fault in not identifying previous enforcement investigation earlier.	Council accepted fault in not identifying there was a previous enforcement investigation conducted earlier, which had been brought by another neighbour. If the earlier investigation had been found the 2017 investigation would have been concluded earlier: however, the outcome would not have been any different. Council apologised to complainant for missing 2013 enforcement case. Complainant bought neighbouring house in 2016 when car port was already built.	Council apologised to complainant for missing 2013 enforcement case	Issue occurred in 2017 and has not recurred. Spacial search would have shown any earlier investigation therefore human error probably the cause. No action necessary.
18 012 640	Housing	Issue with housing application and banding. Council's housing offers have been unsuitable causing stress. No response to complaints.	15/05/2019	No fault	The delay in amending what properties complainant could bid on was due to delayed OT report.	None	n/a
18 015 798	Planning	The Council's consideration of an outline planning application was affected by the pre-disposition of the Chairman of the Planning Committee in favour of a planning officer's recommendation and by the Committee meeting process, including that the Objectors Report might not have been read by most Committee Members.	28/03/2019	Not investigating	The extent of injustice caused by a potential fault by the Council cannot be assessed as the Council has not issued a decision notice for the planning permission due to the fact the required section 106 agreement has not been completed. The outcome of that process cannot be prejudged and it is therefore too soon to investigate.	None	n/a

This page is intentionally left blank

Report to: **Overview and Scrutiny Committee**

Date: **19 November 2019**

Title: **Peer Challenge - update on Governance**

Portfolio Area: **Leader – Cllr N Jory**

Wards Affected: **All**

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

Date next steps can be taken: **Immediate**

Author: **Catherine Bowen** Role: **Monitoring Officer**

Contact: [Catherine.bowen@swdevon.gov.uk](mailto:Catherine.bowen@swdevon.gov.uk)

---

**Recommendation:**

**That the Overview & Scrutiny Committee notes the progress to date on delivery of the governance recommendations in the Peer Challenge Action Plan in relation to Recommendation 2 ‘Strengthening the Council’s political governance arrangements’.**

**1. Executive summary**

- 1.1 This report provides an overview of the progress against the Peer Challenge Action Plan but it is limited to Recommendation 2 of the Peer Challenge – ‘Strengthening the Council’s political governance arrangements’.
- 1.2 Appendix A summarises the current position in relation to Recommendation 2.

**2. Background**

- 2.1 The Peer Challenge was a joint review of both Councils carried out in November 2018 by the Local Government Association (‘LGA’) but with individual recommendations for each Council in relation to the Governance and Political issues.
- 2.2 A number of the LGA recommendations related to ensuring effective joint working across the two Councils to ensure their future financial sustainability and to set a clear direction for both Councils. Accordingly, following the Council meetings in February 2019, a Joint Working Group was set up in order to review the recommendations made by the LGA and to develop an Action Plan for the Councils to implement.

- 2.3 A Peer Challenge Joint Working Group comprising three Members of both Councils met on 25 February 2019 in order to consider measures that could be implemented in the coming 12-18 months, and an Action Plan was approved by the Hub Committee in March 2019.
- 2.4 Significant progress has been made in delivering the proposed actions following the elections in May 2019 and a progress report was taken to the Overview & Scrutiny Committee in July 2019.
- 2.5 This report provides a further update on progress since the July 2019 Overview & Scrutiny meeting.

### **3 Outcomes/outputs**

- 3.1 This report relates only to Recommendation 2 of the Peer Challenge Report - 'Strengthening the Council's political governance arrangements' and the agreed actions are set out in the attached Appendix A (Peer Challenge Action Plan Update November 2019).
- 3.2 Following the 2019 local elections, 15 new Councillors were elected to West Devon Borough Council and the Council has appointed a new Leader.
- 3.3 A full Induction Programme was carried out throughout May and June 2019 and available to all Members comprising mandatory and optional sessions. A separate report on the Induction Programme and Member Development will be included on the Committee agenda on 14 January 2020.
- 3.4 Whilst the Joint Working Group has not met since February, joint briefings with South Hams District Council are being considered on a case by case basis where there are common areas of interest.
- 3.5 Joint member sessions were held on the Joint Local Plan, Risk Management (July 2019) and a Climate Change workshop (September 2019). The Political Structures Working Groups (PSWG) of both Councils have recommended holding joint Overview & Scrutiny and Audit Committee meetings on common areas and the Chairmen of these bodies are to discuss how to take this forward. A joint Waste Working Group was held on 13 November and a Joint IT Working Group is to be set up to discuss the Council's future IT platforms which will be key to delivering future efficiencies.
- 3.6 The Senior Leadership Team continue to actively engage with Lead Members to further identify areas for joint briefing and training sessions.
- 3.7 The PSWG met on 8 October 2019 and considered a variety of issues, including a review of the Hub Committee, webcasting, recorded votes and unstarred minutes. A report from the PSWG was taken to the special Council meeting on 5 November 2019 which agreed recommendations on webcasting, skype meetings and recorded votes.

- 3.8 Additionally, the Senior Leadership Team restructure was completed at the beginning of September 2019 with a new Director of Governance & Assurance who has responsibility across both Councils for consistency and transparency and oversight of effective decision-making and committee processes, with a focus on ensuring that processes and procedures are carried out properly, ethically and lawfully.
- 3.9 There is already tighter monitoring of all draft reports by the Monitoring Officer and Chief Finance Officer to ensure that decisions are being taken at the right level and further report writing guidance is planned for early 2020.

### **Summary**

- 3.10 This report demonstrates positive progress in achieving objectives in recommendation 2 of the Action Plan since it was agreed in the spring.
- 3.11 Monthly progress updates will be provided to Senior Leadership Team via the Councils Programme Board (which oversees all corporate projects) and we will provide short updates on further progress through the Member Bulletin.
- 3.12 The Local Government Association best practice is for a smaller team to visit the Council to see what progress is being made. The Council will arrange with the LGA for a review of progress to be undertaken in Autumn 2020.

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

- 4.1 The Action Plan has been agreed by Members and as such this report provides an update on delivery of that plan

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

- 5.1 To agree the progress made to date and confirm when a further update is due along with any areas where the Committee would consider a more in depth update.

### **6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	No direct implications – the report provides an update on an Action Plan previously agreed by Members. Any changes to governance arrangements within the Constitution will require Council approval.
Financial implications to include reference to value for money	N	No direct implications – the report does set out a number of actions being taken to contribute to the future financial sustainability of the Council however no decision is being made on these in this report.

Risk	Y	The main risk is capacity and pace to deliver the actions in line with the action plan. There is a significant amount of work to be undertaken in a short space of time however project plans are in place to manage progress and this will be reported through the programme board to SLT on a monthly basis.
Supporting Corporate Strategy	Y	Overall the Peer Challenge recommendations contribute to the Council Efficiency theme however they cut across all strands of the Corporate Strategy
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	None
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications	N	None

**Supporting Information**

**Appendices:**

Appendix A – Peer Challenge Action Plan Update November 2019

**Background Papers:**

Peer Challenge Action Plan Hub Committee Report

		Original	Due	Action	SHDC	Revised Due	
The LGA Said	Therefore we will	Date	Owner	Status	South Hams Progress Update	Date	
<b>2. Strengthen the council's political governance arrangements</b>							
With both councils having elections in May 2019, it will be essential for tangible progress to be made to rebuild relationships to shape the future vision in readiness for the new administrations		2.1 Develop a comprehensive Member Induction programme with an early focus on the Councils corporate themes and objectives. This will include a number of joint induction sessions	May-19	Democratic Services Lead	Complete	01/05/2019 - Induction programme developed and officers presentations developed. Resource packs ready. Prospective candidates were all provided with an outline of the timetable. There is a significant amount of information to provide Members with in a short period of time. The Corporate Theme session will be short but give a flavour for whats included. The Intranet has been updated with useful information.	NA
		2.2 Recomence joint working to develop and monitor progress in delivering this Peer Challenge Action Plan	Mar-19	Leaders	Ongoing	March 2019 - An initial meeting held with Cllr Wright, Cllr Bastone, Cllr Baldry and Members of WDBC to develop this action plan. Ongoing progress monitoring will be by O&S Panel however a further JWG will be arranged in Autumn 2019 to jointly review progress (12 months on from the Peer Challenge).  05/11/2019 - Various joint briefings and workshops have taken place since July 2019 (Climate Change, Risk Management, Waste Working Group, and an IT joint steering group is currently being planned).	
		2.3 Ensure that where matters for Members consideration impact both Councils, Officer undertake joint SHWD briefings of relevant lead Members at an early stage to enable input to shape proposals from the outset. This will be driven by the committee forward plans	Apr-19	SLT&ELT	Ongoing	28/06/2019 - With a high percentage of Members elected to the Council in May 2019 being new, the current focus is on developing understanding of the Councils own position and priorities and developing its own forward plan rather than exploring joint committee meetings at this stage. June was a stretch target and as such proposal to push the due date back to December 2019 to have considered opportunities for any joint committee meetings	
		2.4 Consider the opportunity for areas of Council business where joint committee meetings would be beneficial (such as scrutiny of effectiveness of Joint Services delivery contracts (Leisure/Waste etc) and make recommendation to Council	Jun-19	Democratic Services Lead	Delayed	31/05/2019 - The induction sessions are providing Members with an overview of the current decisions that need to be made in order to set a balanced budget in 2020/21 (and ongoing). Once the corporate strategy themes have been set by Members, decisions will be made in alignment with the Councils direction. e Section 151 Officer has a number of finance and budget sessions planned over the coming months	
A number of members did not appear to be able to balance their responsibility for council-wide and ward representation	Members have a strong sense for the wards they represent but this should not mean that this should be of greater importance than a corporate perspective of what may be best for the council and wider area	2.5 Ensure that Members are fully aware of the issues facing the Council and the Council priorities. This will be highlighted through the Member induction/re-induction programme as set out in 2.1	May-19	SLT & Democratic Services Lead	Ongoing	NA	Dec-19
		2.6 WEST DEVON ONLY	NA	NA	NA		NA
		2.7 WEST DEVON ONLY					
		2.8 WEST DEVON ONLY					
		2.9 WEST DEVON ONLY				31/05/2019 - Officers are continue to develop forward plans for decisions which will inform wider Member engagement. Officers are encouraged to have discussions with lead Members before beginning to draft reports so that they reflect the political direction of the Council. Furthermore, the Leader has appointed the Leader of the Liberal Democrat party on the Council to a role on the Executive and a Liberal Democrat Chair of Overview and Scrutiny.  20/06/2019 - The Chief Executive is currently consulting on the restructure of SLT. One of the proposed roles will be responsible for forward planning and ensuring that from an officer perspective engagement and consultation with Members happens in a structured and timely manner	
Both Councils' backbench members felt excluded from decision-making		2.10 - As set out in 2.3, ensure that officers engage with Lead Members on items which require Member consideration early in the development of the proposal. This will in turn enable the Lead Member of each authority to engage with the wider membership on key proposals	Immediate	Lead Members / SLT&ELT	Ongoing	31/03/2019 - The Joint Working Group considered the merits of using Policy Advisory Groups however concluded that they would not add significant value to the Council and may indeed create additional steps in decision making. The decision was therefore not to explore policy advisory groups further at this time but to ensure that informal briefings with all Members are considered as required	
		2.11 Joint Working Group will consider the merits of using Policy Advisory Groups (PAGS) to engage with backbench members.	Mar-19	Joint Working Group	Complete		
		2.12 WEST DEVON ONLY				28/06/2019 - This is part of ongoing agenda monitoring and will be subject to future training / updates for Extended Leadership Team.	
		2.13 Ensure that Officers are aware of decision making powers of Hub/Executive in order to ensure that report recommendations reflect those powers - for example only recommending a matter to Council when required	Apr-19	Monitoring Officer	Ongoing		

This page is intentionally left blank

Report to: **Overview and Scrutiny Committee**

Date: **19<sup>th</sup> November 2019**

Title: **LOCALITIES TEAM UPDATE**

Portfolio Area: **Customer First**

**Portfolio holder: Cllr Jeff Moody**

Wards Affected: **All**

Relevant Scrutiny Committee: **N/A**

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

Date next steps can be taken:

Authors: **Richard Easthope** Role: **Localities Team Leader**

Contact: [Richard.Easthope@swdevon.gov.uk](mailto:Richard.Easthope@swdevon.gov.uk)

---

## **RECOMMENDATIONS**

**That the Committee continue to adopt the locality model pending ongoing monitoring and a further report in 12 months.**

### **1. Executive summary**

- 1.1 The Localities Team Leader brought a report to the Overview & Scrutiny Committee in November 2018, detailing how the Localities service had been operating in the previous 12 months, and how the service had evolved from initial inception in 2015. In the previous meeting, the Team Leader set out future plans on how to further develop the Locality service to continue to meet Council needs. The Overview & Scrutiny (Internal) Committee recommended in November 2016 that the Locality Model should continue to operate pending ongoing monitoring and a 12 monthly report.
- 1.2 The Localities Team act as a liaison and support service providing information and support to Members, multi-agency partners, residents and officers on a wide range of resident-facing Council services.
- 1.3 Locality working was a key and innovative part of the Council's transformation programme, and the Localities Team have been in operation for over four

years. The Service continues to evolve and covers service elements previously covered by a number of departments across the Council. Work delivered by this Localities Team continues to be well received both within the Council and by residents and partners.

- 1.4 The South Hams Locality Service is currently being reviewed by a Member led Task & Finish Group following recommendations from an update report to South Hams Overview and Scrutiny Panel in October 2019. The recommendations arising from this Group will not have any implications on the delivery of the West Devon Borough Council Locality Service.

## 2. Background

- 2.1 The following background information provides an overview of how the Localities Team is currently operating. The locality service was formed in June 2015 as a liaison and support service which undertakes work on behalf of a number of services across the organisation. There are four distinct job roles in the locality service as shown in the diagram below:



### 2.2 Mobile Locality Officers

There are four Mobile Locality Officers who cover designated areas across West Devon. These officers are paid a Level 8 salary and are each equipped with a Council vehicle and an iPad. These officers undertake a wide variety of tasks and receive dedicated training to help them fulfil their roles. Mobile Locality Officers are manually issued their workload on a daily basis via email and increasingly through the All on Mobile platform. They receive varied work requests during the course of their day and are often able to respond quickly to cases requiring urgent attention.

#### 2.2.1 Mobile Locality Officer Tasks

Types and range of tasks undertaken by Mobile Locality Officers include:

- a. Regular information gathering (normally the supply of photos or the completion of short forms) for Assets, Council Tax, Elections, NNDR, Planning Enforcement and Environmental Health and Commercial Services, or for escalation to Locality Engagement Officer.
- b. Property inspections including toilet checks and fire alarm testing
- c. Abandoned vehicle reports
- d. Fly-tipping reporting, investigation and collection of small fly tips
- e. Dog patrols
- f. Planning notices (and individual householder notifications)
- g. Private water supply testing
- h. Visual preliminary inspections to assess the condition of the trees
- i. Environmental nuisances
- j. Waste and cleansing issues – meeting with customers to resolve issues and encourage recycling
- k. Disabled Facility Grant Visits
- l. Identifying street defects for repair / replacement
- m. Housing benefit and Council Tax reduction digital assistance visits
- n. Support at community and consultation events
- o. Contract monitoring of all aspects of the FCC contract
- p. Taxi rank inspections to ensure driver and vehicle compliance
- q. Annual Housing site survey relating to the new homes bonus

2.2.2 It is important to note that many of the tasks undertaken by Level 8 Locality Officers were previously undertaken by a range of specialist officers in the organisation who were paid Level 6 and above. The targeted use of Mobile Locality Officers for these tasks is therefore much more cost effective. For example, the average hourly rate of a qualified Planning Officer is over £5 more per hour than a Mobile Locality Officer. When one considers approximately 1,000 planning notices are posted over the course of the year the savings soon stack up.

2.2.3 The workload of Mobile Locality Officers, whilst varied, is felt to be manageable, and the appointment of the Localities Case Manager has led to greater consistency and an ease in identifying priority work and allocating officers accordingly. Most Mobile Officer work is recorded by email, with certain aspects recorded on W360 and ever increasing amount on All on Mobile. Team training has been carried out to ensure the quality and consistency of the work carried out by the MLO's

### 2.3 **Locality Engagement Officers**

There are currently 1.6 Locality Engagement Officers covering West Devon, however the officer occupying the 0.6 post, is currently only carrying out case management duties for the Neighbourhood Planning function. Dil Lord is the full time post holder and uses her own vehicle for travel. Dil's role is to provide a locality level, face to face point of contact, improving the customer experience by creating a seamless response to customer need. Dil also plays an important role in providing the Northern Outreach service at the Ockment Centre in Okehampton each Wednesday.

#### 2.3.1 **Locality Engagement Officer Tasks**

Types of tasks undertaken by the West Devon Locality Engagement Officer:

- a. Attendance at a variety of engagement events and Link Meetings to inform residents and Town & Parish representatives of Council services.
- b. Interacting with contractors, special community interest groups and partners.
- c. First point of contact for Members with responsibility for taking ownership of queries/complaints and seeing cases through to the point of resolution
- d. Processing place based cases in W360 and dealing with customer correspondence through a variety of methods
- e. Working closely with Mobile Officers to find solutions to long standing/complex cases
- f. Processing and advising on Community Grants and processing the West Devon Member Locality Grants
- g. Contract monitoring of the FCC contract by carrying out regular street inspections in the Borough's high profile zones.

#### 2.4 **Localities Team Leader**

The Localities Service was initially set up and managed by the Level 3 Localities Manager. However, since the Localities Manager's move to another post, the structure of this service has been revised. Localities now form part of the larger case management team within Customer First, and managed by the Case Management Manager, who manages all of the Customer First Case Managers across both Councils. The Localities Team is now directly managed (in line with other services within case management) by a Level 5 Team Leader with this post being shared across the two authorities. As well as line managing six West Devon members of staff, the Localities Team Leader directly manages a locality team of nine in South Hams, and the Localities Case Manager who works equally across both authorities (but predominantly based from Kilworthy Park). The main purpose of this role is to lead, manage and motivate a team of staff in the Localities Team and ensure effective deployment of resources.

- 2.4.1 A key part of the Case Management Manager's role is working with the Extended Leadership Team to develop the Locality Service and ensure business demand across the organisation is met. The inherent flexibility of the Locality service has allowed case management to provide additional support in areas experiencing exceptionally high workload e.g. Waste Case Management, Elections, Neighbourhood Planning and Trees.

### 3. **PERFORMANCE**

- 3.1 In the past year the West Devon Locality Team delivered the following key outputs, (it should be noted that the team were operating with reduced capacity at 3 x FTE for part of this period due to long term sickness/redeployment)
  - a. Undertook over 400 routine public toilet inspections
  - b. Affixed over 700 planning notices and delivered over 4000 neighbour notifications
  - c. Dealt with 48 abandoned vehicles
  - d. Have investigated and collected/reported for collection 136 Fly-tips
  - e. Undertook over 300 individual dog patrols

- f. Followed up 800 household election forms to ensure the accuracy of voting information
  - g. Carried out 215 private water quality supply tests
  - h. Visited 350 potentially empty properties
  - i. Carried out 100's of tree inspections to assess for Ash dieback, provide mapping data and report on the general condition of other species
  - j. Carried out 10 Periodic Housing inspections on Council Let properties
  - k. Carried out 684 individual street inspections (since April 2019) to ensure contract compliance
- 3.2 The Locality Engagement Officer has undertaken a variety of engagement events, with a particular focus on promoting the imminent enhancements to recycling service. Dil has attended the Okehampton, Chagford and Lamerton shows, the Okehampton Food and Music Festival, The Dickensian and Edwardian evenings, as well as holding regular engagement events at supermarkets in Tavistock and Okehampton. Dil has also led on the recycling demonstrations for Junior Life Skills which is a valuable event for local school children.
- 3.3 Since the closure of the CSC offices on St James Street in Okehampton, Dil has been based at the Ockment Centre every Wednesday offering advice on a range of Council services. This includes tasks such as assisting residents completing Benefits, Council Tax and Devon Home Choice applications. Dil has assisted 204 visitors in the past 12 months.
- 3.4 As well as carrying out engagement work, Dil also assists with locality based enquiries and has resolved 447 in the past 12 months. Dil also takes ownership of any formal complaints relating to the waste contract, and works with residents and the contractors to resolve these.
- 3.5 In the past 6 months the team have focussed on ensuring that the Council achieves excellent value for money from the FCC contract by formalising many of the monitoring processes that were already in place. This includes the better utilisation of mobile technology to report and challenge contract failures in accordance with the specification.
- 3.6 All of the West Devon Locality officers assisted with the Royal visit to Tavistock and the Goose Fair organisation and clean up, both of which received positive feedback from stakeholders this year.
- 3.7 Luke Rees the Localities Case Manager received 1<sup>st</sup> place in the 'Responsible' category of the Staff Awards in October 2019, this was in recognition for his hard work and commitment in making his new role a success over the past 18 months.

#### **4. FUTURE LOCALITY SERVICE DEVELOPMENTS**

- 4.1 The Locality Officers are well placed to offer a flexible, timely and a wide ranging support function to the entire organisation. Their current responsibilities mean that they are involved with nearly every service area, and are able to re-prioritise their workload at short notice to provide support wherever it is most needed. Such is the range of their current responsibilities, it would be difficult to introduce more work into their daily schedules, without impeding on the quality/frequency of existing work. The main aim of the

Localities service is to ensure that resources are best allocated to align with Council priorities and in the coming months the team will be working closely with the waste contractor to ensure the seamless roll out of the upcoming recycling changes and 3 weekly refuse trial.

As well as continuing to currently provide the Northern Outreach service at the Ockment Centre, the West Devon Localities team are likely be involved in the future development of this offering. A separate report on Access to Services was considered by HUB Committee on the 6<sup>th</sup> November.

The main focus for the next 12 months will be to continue to improve our internal working processes to ensure we have the capacity to meet the ever increasing demand on the team's resources. We hope to be able to introduce vehicle tracking to provide location data that can be used to analyse areas of demand and keep officers even safer whilst carrying out their duties. There have also been initial discussions about the practicalities of the MLO's using electric vehicles to reduce fuel costs and the environmental impact of their role. This will be explored in the coming months.

## 5. Implications

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

### Supporting Information

#### Appendices:

None

Report to: **Overview and Scrutiny Committee**  
Date: **19 November 2019**  
Title: **Operational Performance: April – Sept 2019**  
Portfolio Area: **Performance and Resources**  
Wards Affected: **All**  
Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken: Immediately following this meeting.

Author: **Neil Hawke** Role: **Specialist Manager**  
Contact: **01803 861323 neil.hawke@swdevon.gov.uk**

---

**RECOMMENDATION:**

**That the Overview and Scrutiny Committee:**

- 1. notes the operational performance of the Council during the period April – September 2019; and**
- 2. consider the draft live performance dashboard and endorse the approach.**

**1. Executive summary**

- 1.1 The Council has a number of operational measures in place to demonstrate how individual Council services are performing.
- 1.2 The measures reported in this report have been in place for a number of years and therefore provide Members with a good overview of the Councils operational performance trend in the first few months of the Council term.
- 1.3 This report also sets out an approach to future monitoring of operational performance

**2. Background**

- 2.1 During the previous Council term, Overview and Scrutiny considered operational performance reports on a Quarterly basis in order to understand how our services were performing. This included a broad range of performance measures which didn't necessarily align to the matters that Council considered as important.

- 2.2 The Council is currently reviewing the measures which it deems important and these are being developed through the work on the Corporate Strategy which sees a number of Objectives to underpin each strategy theme.
- 2.3 While work to refine the Corporate Strategy outcomes continues, this report provides a 6 month overview of the operational performance indicators for some of our key service areas.
- 2.4 It is not proposed that this become an ongoing report.

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

- 3.1 Operational performance measures for the first 6 months of 2019/20 have generally continued at a high level
- 3.2 Once the Corporate Strategy objectives have been finalised, they will form the basis of future performance reporting, therefore this report acts as an interim update only.
- 3.3 The Council is currently developing a dashboard of operational performance data which will primarily be used by Service Managers to identify performance trends and to be able to respond to pressure points where there is an increase in service requests.
- 3.4 This dashboard (known as PowerBI) will also be available to Members to understand the volumes of service requests coming from each Ward. A demonstration of this system will be scheduled for the next Member training days.
- 3.5 The realtime performance dashboard will provide an overview of
  - Missed bin collections
  - Employee Sickness levels
  - Contact Centre Call volumes
  - Website transaction volumes
  - Benefit Claim volumes
  - Top Processes for Borough and each Ward
- 3.6 A screenshot of the draft performance dashboard is set out in Appendix B
- 3.7 In providing Members with greater transparency to realtime performance data, it is considered that these operational measures are no longer reported to Overview and Scrutiny as standard practice.
- 3.8 The focus of Overview and Scrutiny can therefore be on the Council delivery against its Corporate Strategy Objectives.
- 3.9 The Senior Leadership continue to monitor and challenge operational performance with Heads of Practice presenting the latest statistics to them on a regular basis.
- 3.10 Appendix A to this report sets out a summary of the operational performance of the Council in the first six months of this financial year.

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

- 4.1 This report proposes the ceasing of quarterly performance reporting on operational performance measures and replacing it with the reporting on the Corporate Strategy objectives.

Operational performance information would still be available to Members through the PowerBI dashboard when required.

- 4.2 Alternatively, Members could decide that they wish to continue to receive quarterly updates on these measures however given Members have set out the future objectives for the Council, these should be the focus for future scrutiny with realtime operational performance data available to Members outside of the Scrutiny process

## 5. Proposed Way Forward

- 5.1 For Members to note the operational performance of the Council in the 6 months to September 2019 and for training to be provided on the use of PowerBI for Members to access operational performance data in the future should they so require.
- 5.2 This ensures that there is no reduction in transparency of Council operational performance but also a renewed focus on monitoring performance against the Corporate Strategy objectives.

## 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Legal – None  Governance – It is important the Overview and Scrutiny consider matters impacting the Council. This report provides an update on the performance to date and seeks to replace quarterly operational performance reports with two alternatives:- <ul style="list-style-type: none"> <li>• <i>Performance reports based on the Corporate Strategy objectives</i></li> <li>• <i>Real time operational performance dashboards available at any time</i></li> </ul>
Financial implications to include reference to value for money	N	None
Risk	Y	Perception that operational performance is no longer subject to the same scrutiny. We will ensure that training is provided to all Members to enable them to access realtime performance data
Supporting Corporate Strategy	Y	Efficient and Effective Council

Climate Change - Carbon / Biodiversity Impact	N	No direct impacts
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		None
Safeguarding		None
Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		
Other implications		

**Supporting Information**

**Appendices:**

Appendix A – Operational Performance Summary April – September 2019

Appendix B – PowerBI

**Background Papers:**

## **Appendix A – Operational Performance April 2019 – September 2019**

The following set out the operational performance indicators during the period April 2019- September 2019 as reported to the Senior Leadership Team through regular updates from Heads of Practice.

### **Customer Contact**

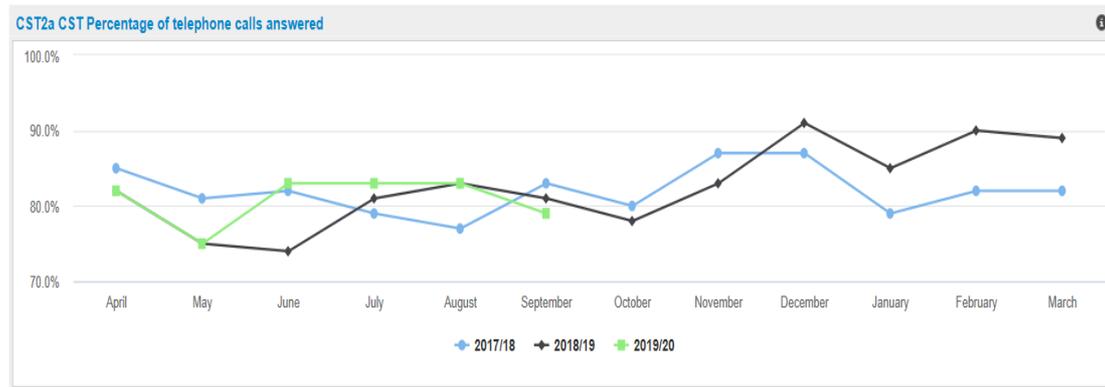
The following sets out some of the performance measurements of our customer contact team.

Total Calls to Contact Centre for the period are as follows (West Devon Calls only)

	April 19	May 19	June 19	July 19	Aug 19	Sept 19
Call Nos	15,040	15,967	16,320	13,837	13,271	13,430

### **% of Telephone Calls Answered**

This is a measure of the percent of calls that the contact centre answer before the customer abandons the call.



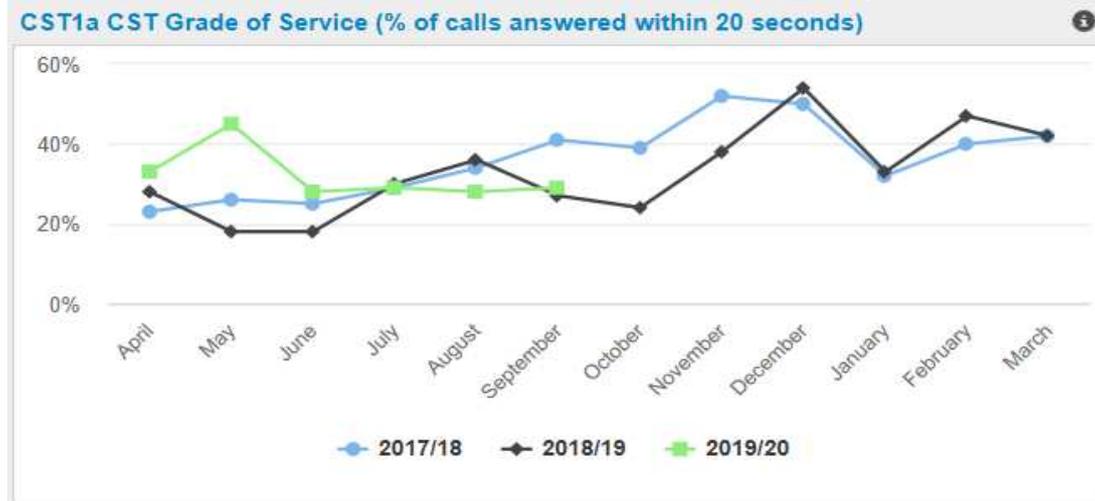
Target is 90% and is set at this level as we would expect some calls dropped as customers choose to follow recorded message recommendation and submit requests online rather than hold on the phone. The % of telephone calls answered has, on the whole, remained above the levels of the previous year (with the exception of September 19).

% of Calls Answered within 20 Seconds

We also measure the % of calls answered within 20 seconds. This measure that captures how much time CST have without a queue. Being too high would signify overresourcing. 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

The aim is for this measure to be within 50-80% band of performance



% of calls answered within 5 minutes

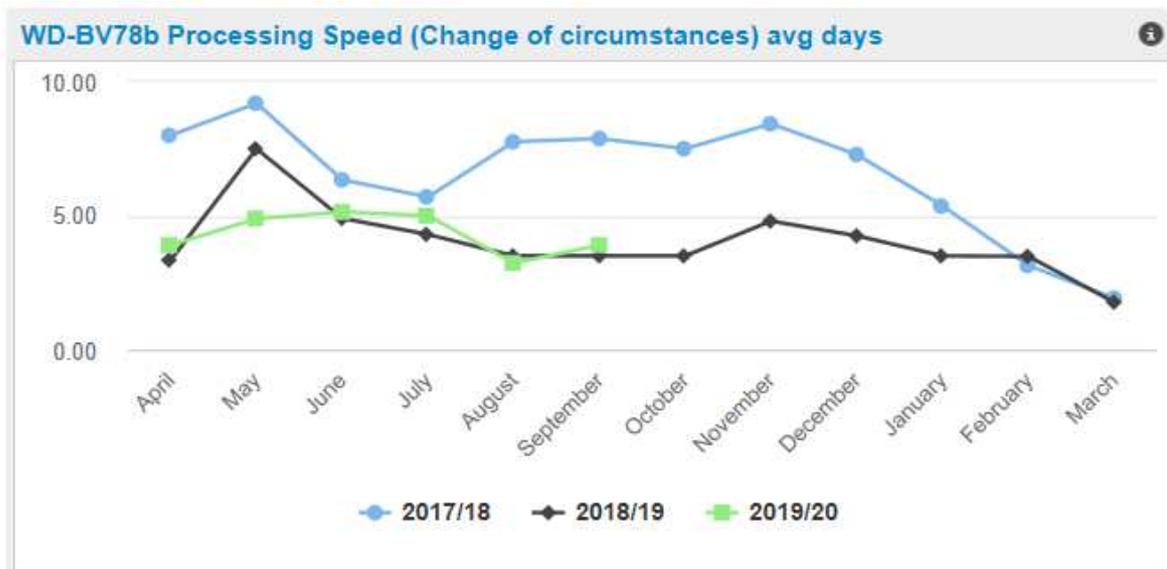
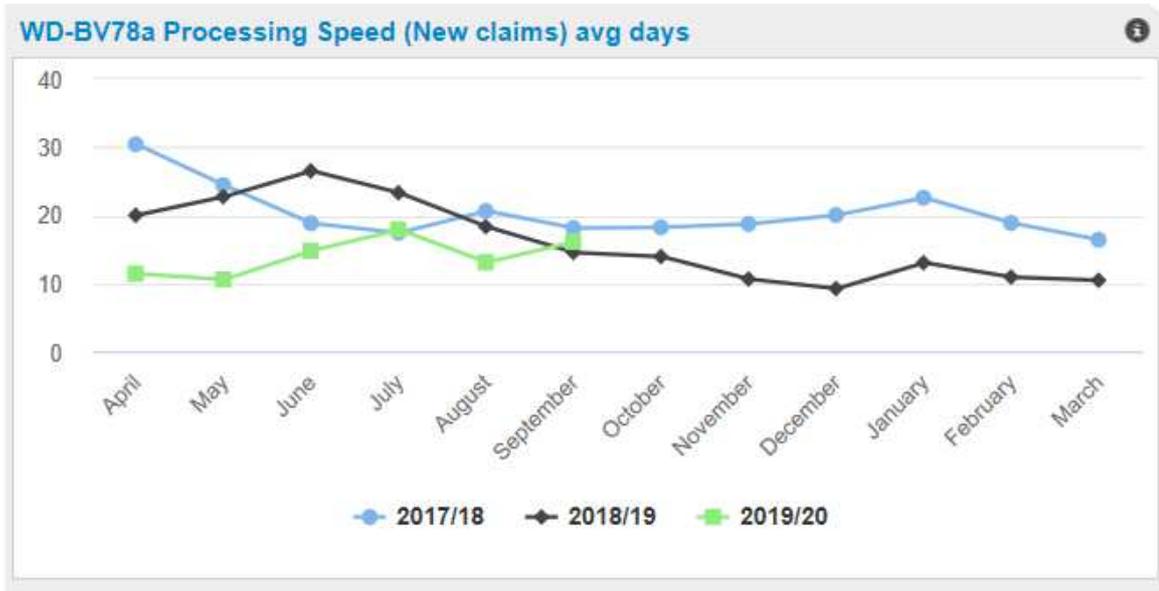
This is a self-selected measure to capture long waits. The target is for 70% of calls to be answered within 5 minutes.

All calls	April	May	June	July	August	Sept	Oct
% of calls answered within 5 mins	78%	79%	75%	69%	73%	63%	78%

The performance dip in September was linked to a Revenues summons run and a single discount review both happening in during the month. We also had two new employees within the call centre which required support and training so reduced the general capacity within the team short term but led to an return in performance levels for October.

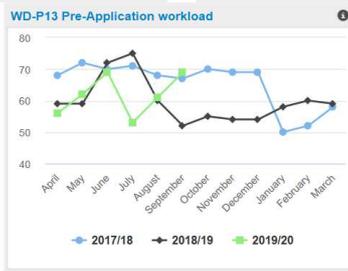
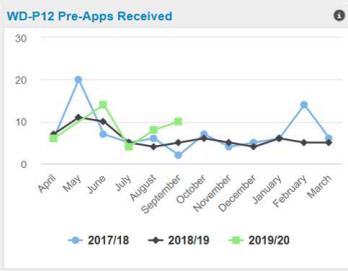
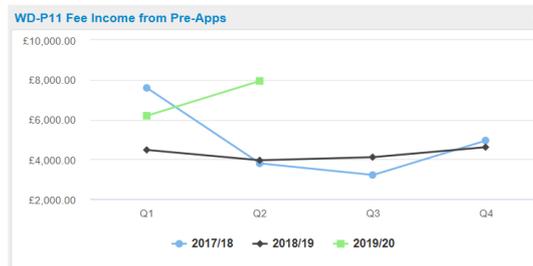
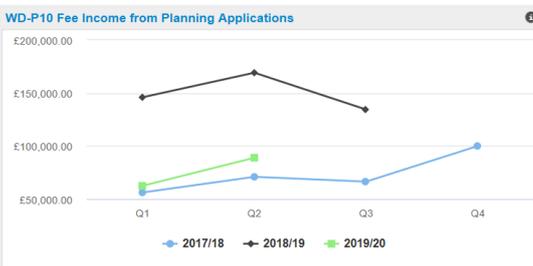
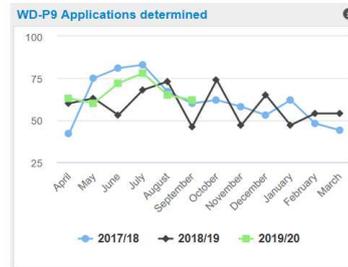
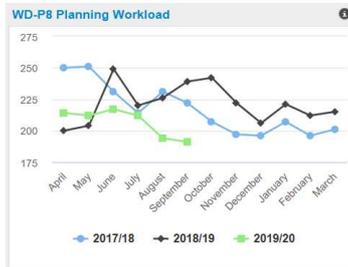
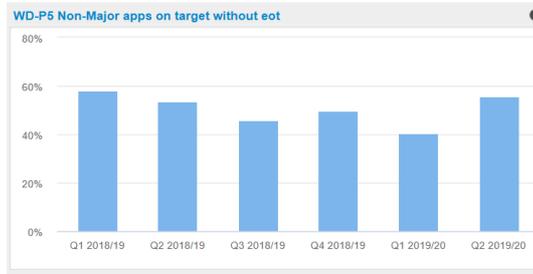
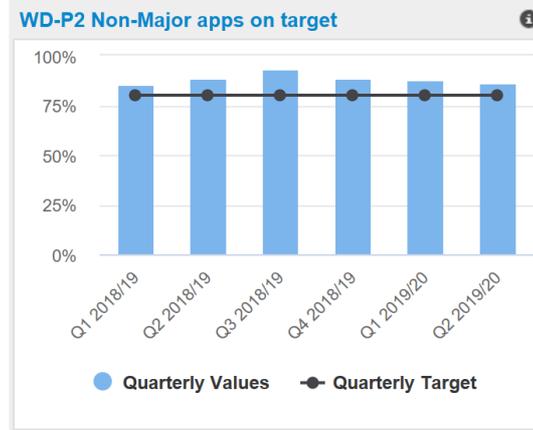
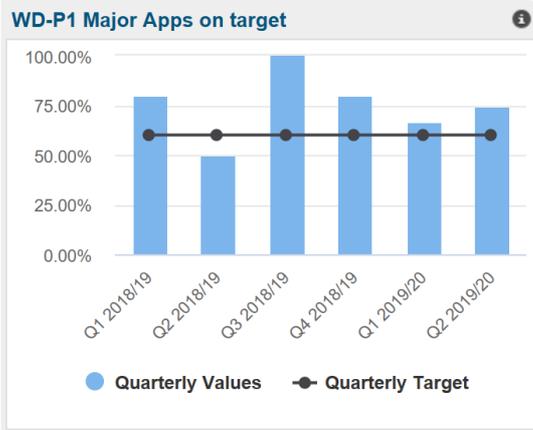
## Revenues and Benefits

West Devon became a full service area for Universal Credit in the Autumn of 2018. As a consequence of this we are seeing a reducing number of new claims (as working age people claim Universal Credit instead of Housing Benefit) but an increase in volumes of changes in circumstances. We have been able to flex case management resource to both Housing Advice & Revenues whilst still being able to deliver excellent processing times.



# Planning

While included within this report for completeness, Planning performance is reported to Development Management Committee on a quarterly basis.

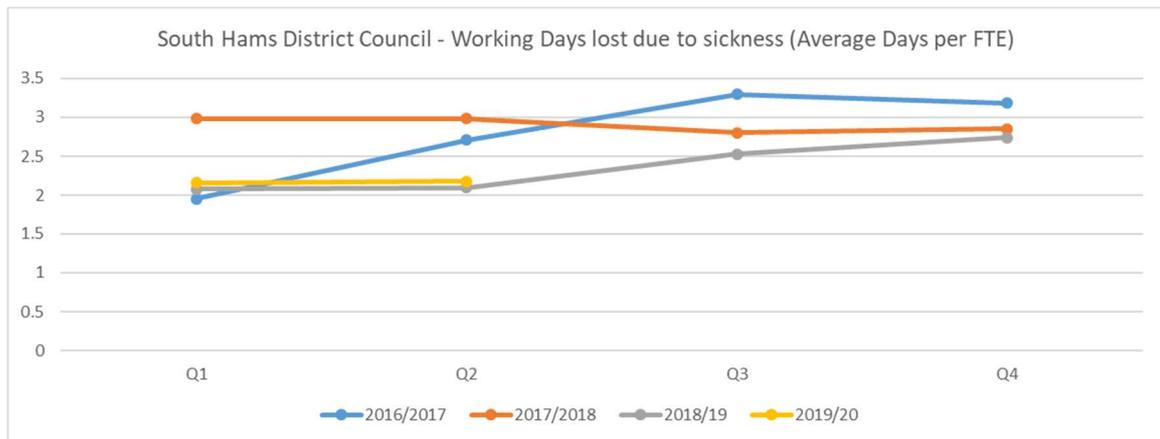


## **Sickness Absence**

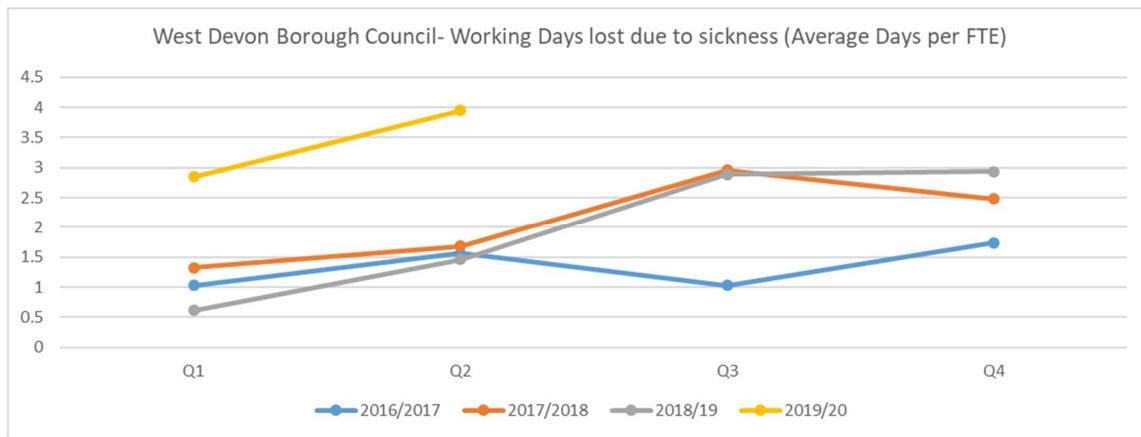
Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues.

Given the shared workforce, figures are provided for both West Devon Borough Council and South Hams District Council

Public sector averages for all sickness (long term and short term) are around 2-3days per FTE



The small numbers of staff employed by West Devon (90) have a disproportionate impact on this measure



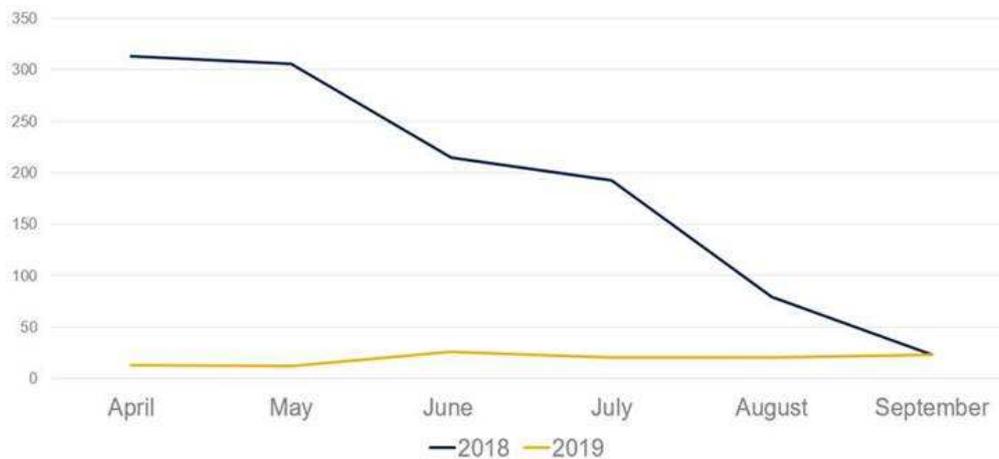
The increase from Q3 2018/19 to Q2 19/20 is largely due to an increased number of long term sickness absences. In Q2 19/20 81.76% of the total sickness absence days were related to long term absence.

## **Waste & Recycling**

The number of missed collections are a key performance indicator under the new FCC contract. Missed collections are reported on a per 100,000 potential collection basis. Reporting in this way allows for like for like monthly comparison as well as benchmarking with other authorities. It is written in to the contract that the number of missed collections per 100,000 potential collections will not exceed 80.

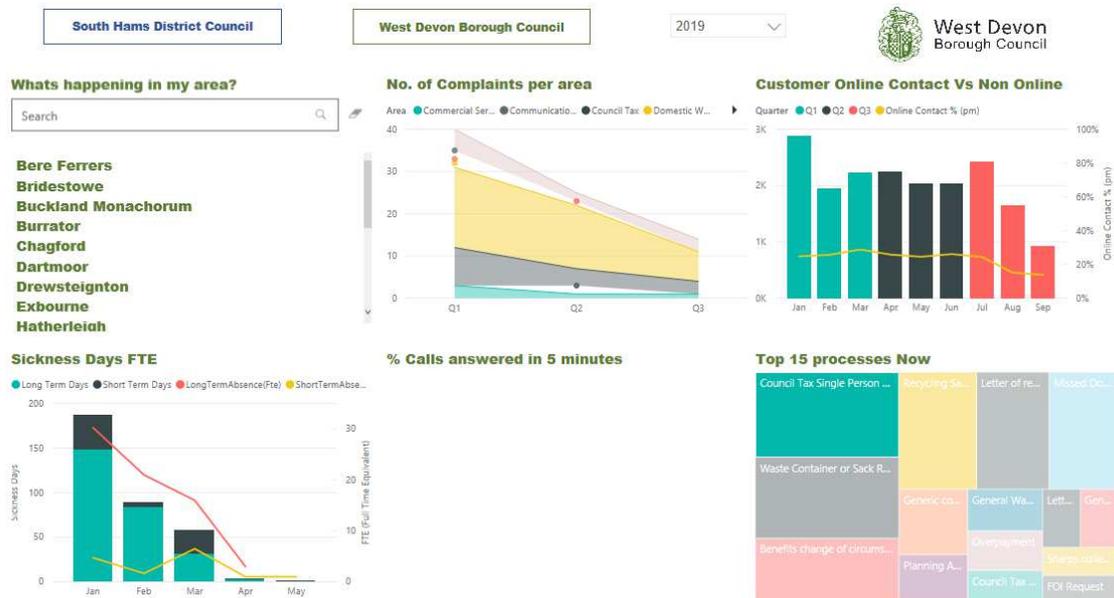
A standard figure used by a high number of councils. Targets tend to be lower in city districts and higher in more rural districts due to the challenges associated with large geographic areas.

### Missed collection trends per 100,000



## Appendix B – PowerBI Overview

- Live performance dashboard (information updated daily)
- Filter by Ward – so you can see the top interactions coming from within your own ward as well as for the whole Borough



- Web based system with no login required
- Pulls data from existing systems so no manual work required to update it

This page is intentionally left blank

## **Financial Stability Review Group (FSRG) – Member Briefing Note to the Overview and Scrutiny Committee 19<sup>th</sup> November 2019**

The Financial Stability Review Group (the FSR Group) met on 22<sup>nd</sup> October. At the previous meeting, it was agreed that this meeting would focus around agreeing the content for the Members' Budget Workshop being held on Tuesday 12<sup>th</sup> November at 1.30pm.

Members noted the predicted budget gap for 2020/21 of £0.225 million and the aggregated Budget Gap of £2.49 million over the next five years. It was also noted that the MTFs includes budgeting for a pay award of 1% and if this is increased when it is nationally negotiated, this would also increase the budget gap.

It was stated that Negative Revenue Support Grant had been assumed to be withdrawn by the Government for 2020-21 (one year only) and a council tax referendum limit of the higher of £5 or 1.99% had also been assumed. A 1% increase in council tax was equivalent to £47,000 in additional income.

The Deputy S151 Officer demonstrated the interactive 'Budget Model' which would be presented to all Members at the Budget Workshop. Points of clarity were sought.

Members asked officers to make it clear that the Public Lavatories Bill did not change any of the previous discussions with Town and Parish Councils and that the Borough Council would not be seeking to re-open discussions, due to the Public Lavatories Bill being delayed.

It was also discussed that legacy payments for New Homes Bonus were likely to be honoured and the reform of the Business Rates Retention Scheme and the Fairer Funding Review would both be delayed until 2021/22.

Members of the FSR Group noted that individual Council funding figures for 2020/21 will be released in December with the Local Government Finance Settlement and that this late notification of funding was causing difficulties for all tiers of Local Government with the inherent level of financial uncertainty.

Members also discussed opportunities for future savings and income generation and noted the savings predicted in the MTFs from the leisure contract in future years and from commercial investments.

It was noted that a report on Kilworthy Park would be presented to Members at the Hub Committee meeting on the 5<sup>th</sup> November. Reference was also made to the trials for three weekly waste collections and clarity was sought on the relevant timescales. Members also discussed the forthcoming Action Plan on Climate Change and when the funding implications would be available (a report is being presented to the December Council meeting).

Members discussed Earmarked Reserves and reviewed the Capital Programme and it was agreed that there would be specific sections within the Council's Members' Budget Workshop on both of these.

The next meeting of the Financial Stability Review Group is on 26<sup>th</sup> November. Prepared by Mrs L Buckle (S151 Officer), 11<sup>th</sup> November 2019

This page is intentionally left blank

**OVERVIEW AND SCRUTINY COMMITTEE**  
**DRAFT ANNUAL WORK PROGRAMME – 2019/20**

Date of Meeting	Report	Lead Officer
14 January 2020	Draft Budget Proposals 2020/21	Lisa Buckle
	Joint Local Plan: Quarterly Update ( <i>standing agenda item</i> )	Richard Grant
	DCC Cabinet lead Member for Infrastructure, Development and Waste invited to attend – A386/Rail Project	Tom Jones
	Member 2019 Induction Review	Darryl White
	Task and Finish Group Updates: - Leisure Review: Concluding Report	Jon Parkinson
	Hub Committee Forward Plan	Kathy Trant
25 February 2020	Fusion Leisure – Annual Report and Presentation	Jon Parkinson
Page 85	Customer Satisfaction Progress Update ( <i>standing agenda item</i> )	Nadine Trout
	Task and Finish Group Updates (if any)	
	Quarterly Performance Measures	Jim Davis
	Hub Committee Forward Plan	Kathy Trant
7 April 2020	Joint Local Plan: Quarterly Update ( <i>standing agenda item</i> )	Richard Grant
	Task and Finish Group Updates (if any)	
	Peer Review Action Plan: Progress Update	Neil Hawke
	Customer Satisfaction Progress: Quarterly Update	Nadine Trout
	Quarterly Performance Measures	Jim Davis
	DCC Reps: Transport Infrastructure Update	Tom Jones
	Hub Committee Forward Plan	Kathy Trant

Future Item(s) to be programmed:

\*\*\* Hub Committee Request – Enforcement: Verbal Update (January meeting?) (Pat Whymer / Chris Booty); and Safeguarding Annual Report (Louisa Daley).

This page is intentionally left blank