

South Hams Overview and Scrutiny Panel



Title:	Agenda												
Date:	Thursday, 25th February, 2016												
Time:	11.00 am												
Venue:	Cary Room - Follaton House												
Full Members:	<p style="text-align: center;">Chairman Saltern</p> <p style="text-align: center;">Vice Chairman Wingate</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Baldry</td> <td style="width: 33%;">Horsburgh</td> </tr> <tr> <td>Hopwood</td> <td>May</td> </tr> <tr> <td>Blackler</td> <td>Pennington</td> </tr> <tr> <td>Brown</td> <td>Pringle</td> </tr> <tr> <td>Green</td> <td>Smerdon</td> </tr> <tr> <td>Hawkins</td> <td></td> </tr> </table>	Baldry	Horsburgh	Hopwood	May	Blackler	Pennington	Brown	Pringle	Green	Smerdon	Hawkins	
Baldry	Horsburgh												
Hopwood	May												
Blackler	Pennington												
Brown	Pringle												
Green	Smerdon												
Hawkins													
Substitutes:	Named substitutes are not appointed												
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Committee administrator:	Member.Services@swdevon.gov.uk												

1. Apologies for Absence

2. Minutes

1 - 10

to approve as a correct record and authorise the Chairman to sign the minutes of the Panel held on 14 January 2016;

3. Urgent Business

brought forward at the discretion of the Chairman;

4. Division of Agenda

to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;

5. 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;

6. Public Forum

11 - 12

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

7. Executive Forward Plan

13 - 18

Note: If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before 5.00pm on Monday 22 February 2016 to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.

8. Annual Devon & Cornwall Housing (DCH) Presentation from Paul Crawford (DCH Chief Executive)

9. T18 - ICT Update

19 - 32

10. Health and Wellbeing Update

33 - 36

To consider a report on work carried out in 2015/16;

11. Complaints Update

presentation from the Executive Director (Service Delivery and Commercial Development);

12. Draft Annual Work Programme 2015/16

– to consider items for programming on to the annual work programme of the Panel, whilst having regard to the resources available, time constraints of Members and the interests of the local community

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**MINUTES OF THE MEETING OF THE
OVERVIEW & SCRUTINY PANEL
HELD AT FOLLATON HOUSE, TOTNES ON
THURSDAY, 14 JANUARY 2016**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
∅	Cllr K J Baldry	*	Cllr D W May
*	Cllr N A Barnes	*	Cllr J T Pennington
*	Cllr J I G Blackler	*	Cllr K Pringle
*	Cllr D Brown	*	Cllr M F Saltern (Chairman)
*	Cllr J P Green	*	Cllr P C Smerdon
*	Cllr J D Hawkins	*	Cllr K R H Wingate
*	Cllr D Horsburgh		

Other Members also in attendance:
Cllrs H D Bastone, I Bramble, J Brazil, P K Cuthbert, R F D Gilbert, M J Hicks, P W Hitchins, J M Hodgson, T R Holway, J A Pearce, R C Steer, R J Tucker, L A H Ward and S A E Wright

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Head of Paid Service and Senior Specialist – Democratic Services
8	O&S.66/15	Section 151 Officer, Senior Specialist – Place and Strategy, Group Manager – Commercial Services and Senior Specialist – Facilities Management
9	O&S.67/15	Executive Director (Service Delivery and Commercial Development) and Contact Centre Manager
10	O&S.68/15	Specialists Manager and COP Lead Development Management
11	O&S.69/15	Support Services Specialist Manager
12	O&S.70/15	Group Manager – Business Development and Specialist – Performance and Intelligence
13(a) and 15	O&S.71/15 (a) and O&S.74/15	Group Manager – Commercial Services

O&S.62/15 MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel held on 19 November 2015 were confirmed as a correct record and signed by the Chairman.

O&S.63/15 DECLARATIONS OF INTEREST

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

Cllr J D Hawkins declared a Personal Interest in Item 13(d): 'Task and Finish Group Updates: Events Policy' (Minute O&S.71/15(d) below refers) by virtue of being the Chairman of the Dartmouth Royal Regatta and remained in the meeting during the debate on this item.

O&S.64/15 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, no items were raised at this meeting.

O&S.65/15 EXECUTIVE FORWARD PLAN

Members were presented with the most recently published Executive Forward Plan. In discussion, Members particularly highlighted the proposed agenda item on 10 March 2016 entitled: 'Income Generation Opportunities/Business Development Update' and felt that it would be useful to receive an update on the Income Generation Opportunities at the next Panel meeting on 25 February 2016.

O&S.66/15 BUDGET PROPOSALS REPORT 2016/17 – UPDATE INFORMATION

The Panel considered a report that updated Members on the figures shown in the Capital and Revenue Budget papers that were presented to the Executive at its meeting on 10 December 2015 (Minutes E.47/15 and E.48/15 refer).

In his introduction, the Leader made particular reference to:-

- the loss of the Revenue Support Grant. The Leader expressed his major disappointment at the central government announcement whereby the Council would receive no Revenue Support Grant funding by 2018/19;
- the four year offer to Councils to have certainty of their funding. The Panel noted that a meeting was to be held later this week between senior finance officers across the county during which the merits of whether or not to accept the four year offer would be discussed further.

In discussion on the draft revenue budget, the following points were raised:-

- (a) As a general point, a Member was of the view that central government cuts were far too severe and key stakeholders needed to take every possible step to reverse this trend. In response, the Leader advised that active and ongoing lobbying was taking place in this regard with both the District Councils Network and Local Government Association particularly pro-active. Furthermore, the Member continued to question why town and parish councils remained exempt from any Council Tax referendum limits;

- (b) It was clarified that the central government funding stream that had been designated solely for homelessness prevention had now been discontinued;
- (c) In respect of the set up costs of the Local Authority Controlled Company, officers advised that they were awaiting a response from the Local Government Association to ascertain whether or not the Council would be entitled to receive a sum of transformation funding from the Department for Communities and Local Government to support this project. It was noted that the cost pressures had been increased (to £150,000 per Council) as a consequence of some further exploratory work that had been undertaken by Grant Thornton. In response to some Member concerns over these rising costs and the projected payback period, officers confirmed that a more detailed agenda item would be presented to Members in the upcoming weeks for consideration;
- (d) A Member felt that it would be helpful for a breakdown of the £230,000 affordable housing contribution to be made available for interested Members. In reply, officers advised that, in light of the reactive nature of this fund and the likelihood that projects may continually emerge, such a breakdown would be difficult to produce;
- (e) With regard to the Base Budget figures, the Section 151 Officer agreed to illustrate (by virtue of a future Members' Bulletin article) how the savings and pressures reconciled in relation to the Transformation Programme savings;
- (f) Officers confirmed that the New Homes Bonus modelling had taken account of feedback provided by lead officers working on the Sherford development proposals.

Specifically on the revenue budget proposals, it was then **PROPOSED** and **SECONDED** that the Executive be advised that the Panel **RECOMMEND** that:-

1. The Council Tax level for 2016/17 should be increased by 1.99%;
2. The anticipated surplus for 2016/17 should be transferred into a contingency reserve; and
3. The themes arising from the Medium Term Financial Strategy be endorsed.

In discussion on the draft capital budget, reference was made to:-

- (i) provision of an external platform lift to link to the Council Chamber. In light of the severity of the Council's budgetary position, a Member questioned the justification for spending £75,000 on a platform lift. In response, Executive Members highlighted the potential income that could be generated by letting this office space and the projected two year payback period for this investment;

- (ii) replacement costs of the existing boilers at Follaton House. Despite offering their help from the offset to support this project, some Members expressed their disappointment that they had not yet been contacted. Following a debate during which the potential for a biomass or ground source heat pump solution was raised, it was concluded that an options appraisal was required. Furthermore, the Panel endorsed the suggestion whereby this project was included in the Commercial Services work plan, with Cllrs Barnes and Wingate being involved from the early stages;
- (iii) the costs of vehicles for the operational locality officers. Officers gave assurances that this proposed capital spend would be held in abeyance until the Locality Service review that was scheduled for the Panel meeting in March 2016;
- (iv) future Disabled Facilities Grant funding. When questioned, officers confirmed that they had received assurances from colleagues at Devon County Council whereby, for 2016/17, the Council would receive at least the same amount on funding as had been allocated for 2015/16.

Specifically on the capital budget proposals, it was **PROPOSED** and **SECONDED** that the Executive be advised that the Panel has considered the agenda report and made comments as outlined in the minutes above.

O&S.67/15 **CONTACT CENTRE UPDATE**

In line with the wish of the Panel at its most recent meeting to see a far greater improvement in performance (Minute O&S.55/15 refers), a report was considered that presented a draft clear action plan for Customer Services.

In discussion, the following points were raised:-

- (a) Members expressed their surprise at the second highest volume phone call type was ordering recycling sacks. These Members felt that there were a number of measures that could be implemented to reduce the burden on the contact centre arising from this call type and it was felt that there was scope for Locality Officers and local ward Members to take on additional responsibility. As a general point, some Members felt that the Council should be utilising the Locality Service more in order to support the Contact Centre;
- (b) Some Members repeated their previously raised viewpoint that staff numbers were insufficient in the contact centre. Officers countered this point by expressing the view that resources should be prioritised towards ensuring that the designed processes were accurate. In addition, since the staff members were currently operating multiple different systems, the Council was not yet in a position to determine whether the staff numbers were appropriate.

Finally, the Head of Paid Service confirmed that once the processes were all in place and functioning correctly, he was committed to reviewing the officer establishment to ensure that resources were allocated in the right place and at the appropriate level;

- (c) It was noted that the budget allocated for agency staff would be spent by the end of March 2015. In response to a request, officers agreed to provide Members with a list outlining how this would impact upon staff numbers;
- (d) In recognising the urgent need for channel shift and improved signposting and communications, Members felt that it would be interesting to receive comparable information outlining the average costs of transactions through the website, telephone calls and face to face respectively;
- (e) A Member felt that the Panel had extensively scrutinised the contact centre over recent meetings and there was now a desperate need to let officers get on with delivering the action plan to drive through service improvements. As a further comfort, it was noted that the contact centre performance figures were to be reviewed by the Senior Leadership Team on a weekly basis;
- (f) It was noted that work was ongoing in an attempt for outgoing calls from the Council to no longer be displayed to the recipient as being from a 'withheld' number.

It was then:

RESOLVED

1. That Members continue to support the work being undertaken to improve Customer Services and monitor performance through regular updates; and
2. That the Action Plan (as outlined at Appendix C) be endorsed.

O&S.68/15 DEVELOPMENT MANAGEMENT SERVICE UPDATE

A report was considered that outlined the measures that had been both implemented and still planned to secure a sustainable improvement in performance in delivering Development Management.

During the debate, some Members expressed their frustrations and concerns specifically in relation to:-

- the poor quality of service being experienced by town and parish councils, who were becoming increasingly frustrated. Officers recognised this point and stated that there was a need for the Council to improve its communications with town and parish councils;

- the need to improve performance quickly or run the real risk of the service being 'designated'. In addition, the view was expressed that customer satisfaction must not be lost sight of when chasing prescribed service targets;
- the problems that had been encountered when elements of the service had gone live on the new Planning system. A Member expressed their regret that the IT systems were currently letting down the service. In taking this point a step further, Members asked that a message be passed back to senior Civica representatives whereby the Panel felt very let down by the service being received by the Council;
- the loss of capacity, experience and local knowledge as a consequence of the Transformation Programme. A Member proceeded to state that there was a need to look at placing additional resources in the service. The Head of Paid Service reiterated the comments that he had expressed during the previous agenda item (O&S.67/15(b) above refers) whereby he was committed to reviewing the officer establishment.

In response, other Members felt that these points were unduly harsh when considering that the presented agenda report was highlighting overall improvements in the Development Management Service.

Nonetheless, a Member **PROPOSED** that:

1. closer liaison take place between Planning Case Officers and town and parish councils in respect of the lead in times for planning applications to ensure that town and parish councils have as much time as possible to consider an application during the consultation process; and
2. closer liaison take place between individual Members and Planning Case Officers.

A Member duly **SECONDED** part 1 of the proposal but, in the absence of a seconder for part 2, there was no debate on this part.

In discussion on part 1, Members acknowledged the comments of the Development Management COP Lead whereby the Council was restricted by the statutory time period for consulting with local town and parish councils and the vote was therefore declared **LOST** on this motion.

It was then:

RESOLVED

1. That the measures that were being implemented to improve performance within Development Management (as outlined at paragraph 4 of the presented agenda report) be endorsed; and
2. That the Head of Paid Service inform senior Civica representatives that the Panel is very disappointed with the level of service being received by the Council to date.

O&S.69/15 HEALTH AND WELLBEING (LEISURE) PROCUREMENT UPDATE

A report was presented that provided an update on the Health and Wellbeing (Leisure) procurement exercise. The lead Executive Member for Customer First provided a timetable of events for the project and expressed his confidence that the Council would receive some positive bid submissions.

In discussion, some Members highlighted the comments outlined in the presented agenda report that described the role to be played by local Ward Members in this exercise. It was therefore deemed unfortunate by a number of Members that they had received no information or contact to date. Officers responded that they would arrange a meeting for all local ward Members in due course. Moreover, at this meeting, greater information would be revealed to Members in respect of costs and the dialogue sessions that had been conducted.

It was then:

RESOLVED

That the progress of the procurement for Health and Wellbeing (Leisure) Services be noted.

O&S.70/15 QUARTER 2 PERFORMANCE INDICATORS

A report was considered that provided Members with information on Key Performance Indicators at the end of quarter 2 for 2015/16.

In discussion, reference was made to:-

- (a) future 'deep dive' reports. The Panel felt that Indicators pertinent to the Contact Centre and Development Management should not be subject to a 'deep dive' report for the foreseeable future. The indicator that was identified by Members as an area of interest for the next meeting was the 'average end to end time benefits new claims (days)';
- (b) the number of days lost due to sickness absence. Some Members welcomed the improvements in the sickness absence indicators;
- (c) the definition of 'narrowly off target be aware'. Officers accepted that this definition currently lacked clarity and it would therefore be re-defined in future quarterly reports;
- (d) the lack of comments accompanying some of the Performance Indicators. Officers confirmed that, for some of the indicators, there was a lack of information as a consequence of the cross over from the old to the new system.

It was then:

RESOLVED

1. That the key Performance Indicators for Quarter 2 be noted and the action detailed to improve future performance has been considered; and
2. That the 'average end to end time benefits new claims (days)' be selected as an area of interest for the next meeting.

O&S.71/15 TASK AND FINISH GROUP UPDATES

(a) Dartmouth Lower Ferry

In light of the report being published in accordance with Section 100(A)(4) of the Local Government Act 1972, it was noted that this agenda item would now be considered at the end of this meeting (Minute O&S.74/15(a) below refers).

(b) Partnerships

It was confirmed that two joint meetings had been held with West Devon Borough Council colleagues and the key theme which was becoming increasingly apparent was that the number of Council partnerships was more than had been initially envisaged.

In terms of next steps, the joint Group was trying to classify the partnerships and, at its next scheduled meeting, would be focusing upon significant partnerships only.

Following the next meeting, and recognising the need to notify and communicate with these partners, it was envisaged that the groups would then revert back to meeting as two separate entities.

(c) Waste and Recycling

The Panel noted the concluding report that had been generated by the Task and Finish Group and wished to put on record its gratitude for Group Members and lead officers in completing an excellent piece of work.

(d) Events Policy

The Group had met for the first time on 13 January 2016 and had agreed its terms of reference. A series of queries had been raised by the Group and these would be followed up at the next scheduled meeting which was to be held during week commencing 11 April 2016.

O&S.72/15 DRAFT ANNUAL WORK PROGRAMME 2015/16

The Panel considered its draft 2015/16 Work Programme and made particular reference to the earlier point whereby it would be useful to be in receipt of an update in Income Generation Opportunities at the next Panel meeting on 25 February 2016.

O&S.73/15 EXCLUSION OF PRESS AND PUBLIC**RESOLVED**

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

O&S.74/15 TASK AND FINISH GROUP UPDATES**(a) Dartmouth Lower Ferry**

An exempt report was considered that presented the latest findings of the Task and Finish Group and presented the Business Case that had been commissioned to fully explore the cost of the current service.

During the debate, the quality of the Business Case was praised by Members. In addition, it was noted that the work of the Task and Finish Group was to continue, with regular feedback reports being presented to future Panel meetings.

It was then

RECOMMENDED

That the Executive be **RECOMMENDED** that:-

1. at this point, the best overall service delivery choice for the Dartmouth Lower Ferry will be either via Option 1 or Option 2b (as outlined in the Business Case at Appendix A of the presented agenda report);
2. service efficiencies (as outlined as Section 2 of the Business Case at Appendix A of the presented agenda report be implemented as soon as is practicable; and
3. negotiations continue on the provision of the best operationally practical and cost effective solutions for the maintenance of the floating stock.

(Meeting started at 10.00 am and concluded at 1.00 pm).

Chairman

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PUBLIC FORUM PROCEDURES

(a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Panel. This session will last for up to fifteen minutes at the beginning of each meeting.

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to the Democratic Services Manager by 5.00pm on the Monday, 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 Development Management Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the district;
- it is offensive, frivolous or defamatory;
- it is substantially the same as a question which has previously been put in the past six months; or
- it requires the disclosure of confidential or exempt information.

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SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN

This is the Leader of Council's provisional forward plan for the four months starting 10 March 2016. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive 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 Executive and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Panels in planning their contribution to policy development and holding the Executive to account.

Local authorities are required to publish updated forward plans on a monthly basis. The Plan is published in hard copy and on the Council's website (www.southhams.gov.uk)

Members of the public are welcome to attend all meetings of the Executive, which are normally held at Follaton House, Totnes, and normally start at 10.00 am. If advance notice has been given, questions can be put to the Executive at the beginning of the meeting.

The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.

Cllr Hilary Bastone – lead Executive Member for Customer First

Cllr Rufus Gilbert – lead Executive Member for Commercial Services

Cllr Michael Hicks – lead Executive Member for Business Development

Cllr John Tucker – Leader of the Council

Cllr Lindsay Ward – Deputy Leader of the Council

Cllr Simon Wright – lead Executive Member for Support Services

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01803 861185 or by e-mail to member.services@southhams.gov.uk

All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated for the reasons shown

INDEX OF KEY DECISIONS

Service	Title of Report and summary	Lead Officer and Executive member	Anticipated date of decision

KEY DECISIONS:

For the purpose of the Executive Forward Plan, a key decision is a decision that will be taken by the Executive, and which will satisfy either of the following criteria:

‘to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority’s budget for the service or function to which the decision relates

(For this purpose significant expenditure or savings shall mean:

Revenue – Any contract or proposal with an annual payment of more than £50,000; and

Capital – Any project with a value in excess of £100,000); or

to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority, in the opinion of the Monitoring Officer (or the Democratic Services Manager in his/her absence).

A key decision proforma will be attached for each key decision listed above.

OTHER DECISIONS TO BE TAKEN BY THE EXECUTIVE

Service	Title of Report and summary	Lead Officer and Executive Member	Decision maker	Anticipated date of decision
Strategy & Commissioning	Communications Policy and Protocol	LC/Cllr Ward	Council	10 March 2016
Customer First	Debt Recovery Policy	IB/Cllr Bastone	Council	10 March 2016
Commercial Services	The Future of the Devon Authorities Waste Reduction and Recycling Committee (DAWRRC)	JS/Cllr Gilbert	Executive	10 March 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	10 March 2016
Support Services	Procurement Strategy	CW/Cllr Wright	Council	10 March 2016
SLT	T18 Monitoring Report - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	10 March 2016
Support Services	Write Off Report (Q3 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	10 March 2016
Support Services	Treasury Management and Annual Investment Strategy for 2016/17 -	LB/Cllr Wright		10 March 2016
Customer First	Community Reinvestment Project Fund 2015/16 Grant Allocations -	RK/Cllr Bastone	Executive	10 March 2016
Customer First	Homeless Strategy -	IB/Cllr Bastone	Council	10 March 2016
Strategy & Commissioning	Our Plan – Progress Monitoring Report and Our Plan 16/17	RK/Cllr Tucker	Executive	10 March 2016
Business Development	Income Generation Opportunities/Business Development Update	DA/Cllr Hicks	Executive	7 April 2016
	Building Control	DA/Cllr Hicks	Executive	7 April 2016
Support Services	Complaints Policy	CB/Cllr Wright	Council	7 April 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	May 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Wright	Executive	May 2016

SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	May 2016
Support Services	Write Off Report (Q4 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	May 2016

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

SJ – Steve Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

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

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

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

CH – Cassandra Harrison – Senior Specialist Place and Strategy

CBowen – Catherine Bowen – Monitoring Officer

TB – Tracey Beeck – Group Manager Customer First

SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets

LC – Lesley Crocker – Senior Specialist Media and Communications



South Hams
District Council

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NOT FOR PUBLICATION

Appendix A to this report contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972

Report to: **Overview and Scrutiny Panel**
Date: **25 February 2016**
Title: **T18 ICT progress report**
Portfolio Area: **Support Services**
Wards Affected: **All**
Relevant Scrutiny Committee: Overview and Scrutiny Panel

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

Author: **Steve Mullineaux** Role: **Support Services Group Manager**

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

Recommendations:

It is recommended that the Overview and Scrutiny Panel:

1. Notes the progress to date on the T18 ICT Transformation Programme.

1. Executive summary

- 1.1 This report will provide members of the panel with an overview of the ICT elements of the T18 programme. It will cover the following key areas;
 - Background of ICT projects.
 - Civica relationship and performance.
 - Current ICT project plan.
 - Current issues and key risks.

2. Background of ICT projects

2.1 The ICT element of T18 programme is considerable and initially comprised of 10 distinct elements. Each project in its own right is a significant piece of work.

2.1.1 T1-Core Infrastructure - the provision of infrastructure and configuration to support the Civica application suite.

2.1.2 T2-Mobile - to deliver a solution for mobile and agile locality officers.

2.1.3 T3-GIS (Geographical Information Systems) – replace the existing GIS and enable improved self-serve using spatial data (maps).

2.1.4 T4-Web/Portal – to develop a solution that promotes ‘digital by choice’, that enables 2 way communication with our residents. It will enable citizens to ‘apply for it’, ‘pay for it’, ‘report it’, ‘book it’ and view and track any of those requests.

2.1.5 T5-Telephony – a corporate unified communications solution to aid agile working. Provide an integrated new telephony system for the Customer First contact centre.

2.1.6 T6-Back office systems migration – migrate the Waste, Planning, Land Charges, Environmental Health, Licensing, Housing back office systems to Civica APP.

2.1.7 T7-Back office system integration – to enable integration of Civica W2 with remaining back office systems e.g. Revenues and Benefits.

2.1.8 T8-Infrastructure – replacement of the corporate IT infrastructure to support agile working and provide a cost effective scalable platform.

2.1.9 T9-Members ICT – equip members with technology that will enable them to work and communicate effectively.

2.1.10 T10-Document / Image migration – to move historic documents, files and images associated with a customer or property record to the new Civica W2 system.

2.2 T1 and T8 are complete. All other projects remain on track for completion during February, March and early April as highlighted in Appendix B. There are 2 exceptions to this.

2.2.1 Contact Centre telephony (within T5) is currently anticipated to complete by end of July 2016.

2.2.2 In Cab technology. Originally out of scope of T18, in cab technology for the waste fleet links requires integration with W2 to enable end to end workflow. The target date for go-live of this project is May 2016.

3. Civica relationship and current performance

3.1 The supplier of the IT solution is Civica. The contract is a duration of 5 years.

3.2 The relationship with Civica has been managed through project team meetings and Civica have had a project manager on site at least one day per week since the start of 2015.

3.3 The single biggest concern has been the delivery of the software for the development management service, which due to the complexity of the service meant that a new back office system, the new case management system (W2) and the website had to be switched on at the same time. A key risk, that materialised was that we were unable to replicate all of these systems together in a test environment (due to cost, time and disruption to the business as usual operation) and test the processes end to end. This resulted in a significant number of issues with the customer facing element of the service (the website).

3.4 As project delivery has ramped up, Civica have at times struggled to provide the appropriate technical resources. This has resulted in a series of escalations to Civica's senior management from September through December, culminating in the Head of Paid Service and the Group Manager Support Services meeting with the Managing Director of Civica Digital Solutions and the Civica Group Executive Business Development Director in mid-January. During this meeting details of complaints received from members of the public, town and parish councils and members over the issues with the planning portal were presented to Civica.

3.5 Assurance was given by the Civica management team that they are 100% committed to delivering an IT solution that is fit for purpose and meets the council's requirements.

Appendix A is formal letter from Managing Director of Civica Digital Solutions reiterating Civica's commitment to South Hams and West Devon.

3.6 In addition to this a weekly progress call is now held between Managing Director of Civica Digital Solutions, the Head of Paid Service and the Group Manager Support Services. Civica's Managing Director of local government services and the W2 product development manager have also recently attended a workshop at Follaton House to review issues and agree actions and outcomes.

4. Current ICT project plan

4.1 **Appendix B shows the current high level project plan that the project team and Civica.** For each milestone a detailed project plan exists that has been agreed by relevant business areas, the supplier (Civica) and internal resources.

4.2 **Appendix C shows the detailed IT activities that have taken place in January and are taking place in February.**

4.3 The following table highlights the new business processes that have been migrated to W2 or are ready to migrate to W2.

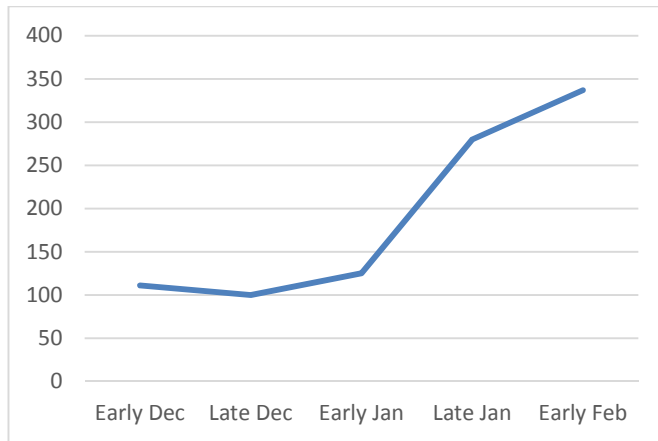
	Active	Release Ready	95% Complete (In Final Testing)	90% Complete (Awaiting signoff)
Total Priority Processes (current): 380 Of which Internal (non Customer facing): 60				
Total Processes > 90% Complete 213	73	70	30	40
DM	1	13		
Waste/Street Scene	13	10		
Council Tax/NNDR	23	16		
EH / Licencing	4	6		
Corporate/ Support Services/other	32	25		

4.4 The following table demonstrates where the benefits of the current active processes will be realised.

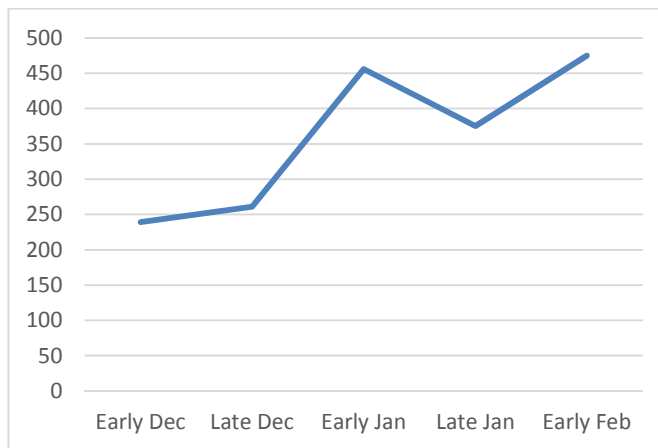
Active Processes	Customer Self Serve	Auto Workflow	Auto Customer Communication	Real-time reporting	Online Payment
73	21	73	59	10	9

4.5 Graph 4.5.1 highlights the number of web based transactions completed by customers using the 21 processes that are available on the web. It is anticipated that this will increase significantly as more processes become active. Graph 4.5.2 shows that over 1800 online accounts have been requested by customers over the same period. Both are encouraging as neither council has begun an active 'do it online' / channel shift campaign.

Graph 4.5.1



Graph4.5.2



5. **Current issues and key risks**

- 5.1 As previously highlighted in paragraph 3.3 the delivery of the planning customer portal has been a significant issue. This has seen a loss of functionality, poor search facilities and difficulties displaying documents. Following a workshop with the Civica product and development team. A plan has been agreed with Civica with a number of 'quick fixes' implemented. It should be noted that a member was present and gave detailed examples of the issues experienced by members, town and parish councils and customers. Civica anticipate delivering their new solution by the end of February for us to carry out comprehensive testing before deployment. Members will be invited to participate in this testing phase.
- 5.2 Recruitment into a number of technical roles within IT has been problematic, however this has now been completed for all key IT specialist roles.
- 5.3 The capacity of the organisation to maintain business as usual service as well as be available for training and testing in new processes and systems is a risk that has materialised and is a key issue. This has resulted in continued delays in the programme roll-out of technology and processes.
- 5.4 To minimise the risk of further project slippage, the following measures are in place:
- Lesson learned from the planning portal deployment are now in place for future deployments. These include more comprehensive testing and involvement of key stakeholders (members etc.).
 - Weekly reviews now take place with Civica at both operational and senior management level.
 - The Support Services Group Manager reports progress weekly to the senior leadership team.
 - The Executive member for Support Services is briefed bi-weekly.
 - A weekly review takes place with the project team.
 - A review now takes place 3 times a week with the process delivery team to ensure there are no blockages to processes moving into an active state.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council has delegated to the Overview & Scrutiny Panel, the powers to scrutinise the T18 Programme and to provide a quality control function. Since there is commercially sensitive information in Appendix A, there are grounds for the publication of this appendix to be restricted, and considered in exempt session. The public interest has been assessed and it is considered that the public interest will be better served by not disclosing the information in Appendix A. Accordingly this report contains exempt Information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972.
Financial	N	There are no financial implications arising directly from this report. The finances of the T18 programme are reported separately to Executive.
Risk	Y	See Section 5.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	This report updates Members on the opportunity for developing improved access to a range of Council services and meeting a wide range of customer needs.
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications	N	None

Supporting Information

Appendix A – Letter from Civica MD - EXEMPT

Appendix B – Overall project plan

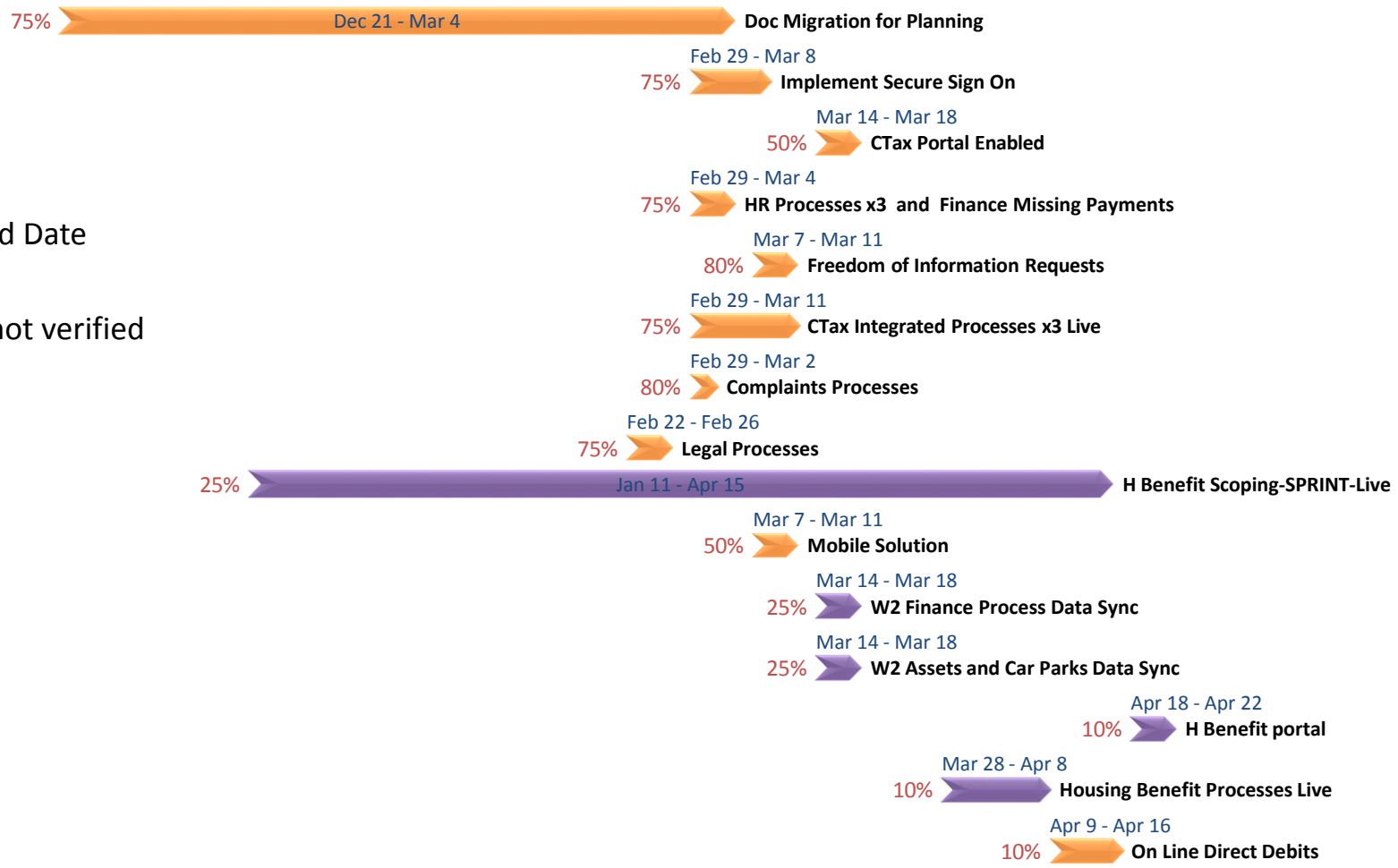
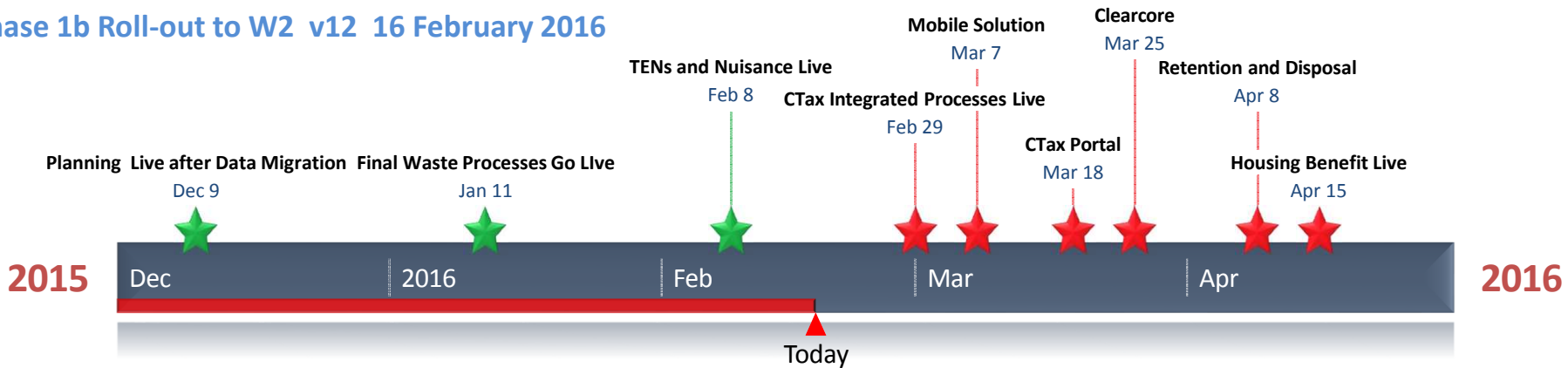
Appendix C – Detailed delivery tasks January and February



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

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Phase 1b Roll-out to W2 v12 16 February 2016



 = Planned Date
 = Dates not verified

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Jan 2016 – Activity Summary

- APP / W2 Integration issues:- some fixes resolved, remaining escalated as high priority.
- CTAX detailed plan agreed and signed off by business.
- CTAX detailed plan for annual billing needs in progress.
- CTAX process/portal testing underway.
- 80% of all documents and images migrated into live systems for both Councils.
- Mop up Waste processes 95% ready for live.
- Training and Configuration for EH and Licensing completed.
- EH / Licencing adoption of W2. Good progress and ongoing.
- Planning using new environment and some processes.
- Land Charges (spatial/textual data convert) in progress.
- Governance, agreed burn and detail plan – on track.
- Initial training and configuration for Land Charges completed.
- GIS Server built. Layering work on track. System available for Teraquest outsourcing.

Feb 2016 – Activity Summary

- Full text search delivered by Civica. Tested and approved for Live.
- Document migration completed for planning.
- End-to-end testing completed for CTax portal.
- Work with Planning to increase key process usage with W2.
- Implement Land charges into W2/APP.
- Corporate processes in live environment and adopted.
- All 'release ready' (70) processes active.
- Civica Mobile on track to go live.
- Clear Core and golden thread provisioning on track.
- Housing Advice and Benefits Requirements capture, SPRINT and build underway.
- Activities for smooth transition to BAU underway (W2 and APP).
- Super User and System Admin training with Civica booked and underway (W2 and APP).

South Hams District Council

MEMBERS INFORMATION SHEET

Update on Health and Wellbeing work in 2015-16

Purpose

- **To update Members on work carried out in 2015-16**
- **To discuss setting up a Health and Wellbeing group to lead on the development and delivery of future public health initiatives**

Work carried out in 2015/16

Devon County Council funding

In 2013/14 Devon County Council allocated a total of £40,000 grant over a 3 year period to all District Councils in Devon to enable them to achieve the following:

- To undertake specific public health focussed work locally to help people live healthy lifestyles, make health choices, and to reduce health inequalities.
- To make improvements in wider factors that affect health and wellbeing and health inequalities.

The funding was specifically for new public health activity and was not permitted to be used to fund existing work. Tina Henry and Nicola Glassbrook from DCC are our designated Public Health Specialists who are assisting in this work and are responsible for assuring the intended spend is in line with the Public Health Plan.

The following Projects below have been allocated funding from the Councils Public Health Fund.

South Hams Funded Interventions

Name of Intervention

Health Impact Assessment of Local Plans - Identify, examine and respond to the health impacts, both positive and negative of the Local Plan

Mental Health Awareness Training for frontline staff

More Comfort with Less Cost - training frontline staff to provide energy saving advice to residents

The Big Community Switch – partnership with iChooser electricity contract switching provider

Mental Health Toolkit - an online resource for frontline professionals for dealing with mental health issues encountered when dealing with residents

Caring Town Totnes Needs Analysis - create a replicable model for the community-led delivery of aspects of health and welfare

Gardening for Health –to improve physical, social and mental well- being through exposure to co-ordinated gardening activity

The projects are at various stages of delivery and have all been assigned funding based upon a detailed application submission. The Councils are required to allocate any remaining funding by April 2016. Any unallocated funding will be returned to Devon County Council. We are currently considering other bids and are confident that the funding will be fully allocated to further initiatives that will make a real difference to public health and wellbeing.

The funding process changed for year 2015/16, instead of allocating funding to each of the Devon authorities a pot of £80,000 was agreed to be shared between Devon’s local authorities. The projects that were designated funding are shown below.

Mental Health Toolkit- a mental health awareness course (aimed to aid starting conversation) and a web-based toolkit for frontline staff.

Physical Activity – a series of initiatives aimed at getting new mums active through supported bike rides.

Air Quality – a project aimed at reducing traffic emissions from commercial vehicle fleets by promoting the Eco stars initiative.

Fuel Poverty - supports the district-wide fuel poverty initiative overseen by the Cosy-Devon group. The Central Heating Fund is for households currently not connected to mains gas or without central heating.

There is no information available regarding the structure of funding from Devon County Council for 2016/17. It is hoped that a verbal update may be given.

Future working

Public Health and Wellbeing is currently at the forefront of much of the operational work carried out in the Environmental Health and Licensing CoP. We will work hard to establish clear links between our work and the public health agenda. The new structure of the Council has enabled good relationships between different Community of Practice areas and the result has been much better joined up thinking. The Council will continue to work in partnership with other agencies and focus on providing for the needs of its residents. As information gathering improves with new software coming into place it is hoped that the Council's interventions to improve health and wellbeing can be much more focussed on local need, providing local solutions for local people.

We are currently reviewing the progress of each of the projects against their proposed outcomes and this work will inform the future direction of public health initiatives in South Hams.

To address the priority issues for in a co-ordinated way Members should consider supporting setting up a health and wellbeing group, comprising of key representatives from a range of stakeholders. This group should have a purpose to lead on the development and delivery of public health initiatives. The scope of the group will be determined in part by future public health funding allocation, however the group would also have a co-ordinating role over public health activity that falls outside of Devon County public health funding.

Further Information

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