West Devon Overview & Scrutiny (Internal) Committee

West Devon Borough Council

Title:	**Agenda**
Date:	**Tuesday, 8th March, 2016**
Time:	2.00 pm
Venue:	**Chamber - Kilworthy Park**
Full Members:	*Chairman* Musgrave *Vice Chairman* Yelland *Members:* Davies McInnes Edmonds Mott Evans Moyse Cllr J Hockridge Sellis Kimber
Substitutes:	Councillors:
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

Report of Specialist – Performance Management

An opportunity for Members to suggest potential agenda items for the forthcoming Municipal Year

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At a Meeting of the **OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **12ᵗʰ** day of **JANUARY 2016** at **12 noon**.

Present: Cllr C R Musgrave – Chairman

Cllr M Davies   Cllr C Edmonds
Cllr J Evans   Cllr L J G Hockridge
Cllr P Kimber   Cllr J R McInnes
Cllr C Mott   Cllr D E Moyse

Head of Paid Service
Group Manager – Business Development
Senior Specialist – Democratic Services
Specialist – Performance and Intelligence

Also in Attendance: Cllrs M J R Benson, R Cheadle, D W Cloke, A F Leech, J B Moody, T G Pearce, R F D Sampson and B Stephens

*O&S(I) 34   APOLOGIES FOR ABSENCE
Apologies for absence were received from Cllr D K A Sellis and Cllr J Yelland.

*O&S(I) 35   CONFIRMATION OF MINUTES
The minutes of the Meeting held on 6 October 2015 were confirmed and signed by the Chairman as a correct record.

*O&S(I) 36   DECLARATIONS OF INTEREST
Members and officers were asked to declare any interests in the items of business to be considered during the course of this meeting, but there was none made.

*O&S(I) 37   PUBLIC FORUM
It was noted that no issues were raised in accordance with the Public Forum.

*O&S(I) 38   HUB COMMITTEE FORWARD PLAN
The most recent (published 7 January 2016) Hub Committee Forward Plan was presented for consideration.

In discussion, reference was made to:-

(a) the Council Tax Resolution 2016/17. Members were reminded that the full Council was still required to agree the annual Budget. However, the process of setting the Council Tax Resolution (which was only an arithmetical exercise that calculated the total of the Council Tax amounts in each precepting authority) had now been delegated to a meeting of the Hub Committee;

(b) the future of the Devon Authorities Waste Reduction and Recycling Committee (DAWRRC) agenda item. The lead Hub Committee Member informed that, since the Forward Plan had been published, this agenda item had now been deferred to the meeting on 25 February 2016.

O&S(I) 39   TASK AND FINISH GROUP UPDATES:

(a) Performance Measures Review

The Committee considered a report that presented the final conclusions of the joint West Devon and South Hams Task and Finish Group that was set up in 2015 to review performance indicator management information.

In discussion, the following points were raised:-

- With regard to the timescales for when Members would be able to view 'live' performance data, it was confirmed that this would be rolled out during late March / early April 2016;
- The need to co-ordinate the Committee Meeting Schedule with the timeframe for reporting quarterly performance measures was recognised by Members and officers alike;
- Whilst acknowledging that a Development Management service update had already been scheduled for the next meeting to be held on 8 March 2016, some Members expressed their previously reiterated concerns in relation to the performance of the service. The Head of Paid Service replied that indicators were showing recent improvements in the service, but he did ask that Members let him know of any blockages that they were experiencing within the service. In response to this invite, Members immediately expressed specific concerns relating to the lack of recent planning enforcement monthly updates and the lack of on-site planning officer presence at both the Okehampton Customer Services Centre and Kilworthy Park. To address some of the concerns expressed, Members asked that, before the next Panel meeting, it would be helpful for an interim service review to be included in a future Members' Bulletin edition that highlighted current performance;
- Following this meeting, the lead Hub Committee Member confirmed that he had a meeting scheduled with officers to discuss in more detail the performance indicator relating to average call answer time;
- In respect of the Transformation Programme, the Head of Paid Service informed that the allocated budget remained on target and, before the end of March 2016, it was expected that the Programme would be substantially completed. In response to some Members expressing their frustrations with Civica, officers confirmed that

dialogue had greatly improved recently and, in focusing on developing solutions, Civica had given an additional 30 days of consultancy to support the Programme.

It was then:

RESOLVED

That the Task and Finish Group findings be endorsed whereby:-

1. streamlined versions of the Balanced Scorecard and Background and Exception report (Appendices A and B of the presented agenda report respectively refer) are to be made available to Members on a quarterly basis, containing measures where the Scrutiny role is beneficial;

2. financial measures are to be reported elsewhere and therefore will not be included in these reports. These will be replaced with specific T18 measures;

3. an in-depth quarterly analysis of an area or department is to be included within the reporting, designed to interrogate the high level performance data further and identify trends, improvements etc. This 'deep dive' quarterly analysis will either follow a pre-determined schedule or be flexible enough to focus on issues raised by a prior quarterly report; and

4. once the T18 Transformation Programme is fully operational, Members will be given easy access to a much larger range of 'live' performance data that they can choose to access at any time, rather than just relying on the reports presented to them.

*O&S(I) 40   DRAFT WORK PROGRAMME 2015/16

The Committee considered its draft 2015/16 Work Programme (as circulated with the published agenda) and endorsed its contents as presented.

(The meeting terminated at 1.05 pm)

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Chairman

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PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to Darryl White (darryl.white@swdevon.gov.uk) by 5.00pm on the Thursday, prior to the relevant meeting.

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Planning and Licensing Committee;

- it is not about a matter for which the local authority has a responsibility or which affects the district;

- it is offensive, frivolous or defamatory;

- it is substantially the same as a question which has previously been put in the past six months; or

- it requires the disclosure of confidential or exempt information.

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WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting 22 March 2016. It provides an indicative date for matters to be considered by the Hub Committee.   Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Hub Committee and all councillors, the public and other stakeholders. It will also assist the Council's Overview and Scrutiny Committees in planning their contribution to policy development and holding the Hub Committee to account.

The Plan is published in hard copy and on the Council's website (www.westdevon.gov.uk)

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

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

Cllr Sanders – Leader
Cllr Baldwin – Deputy Leader
Cllr Sampson – Lead Member for Commercial Services and Contracts
Cllr Moody – Lead Member for Customer First
Cllr Oxborough – Lead Member for Economy
Cllr Benson – Lead Member for Environment
Cllr Samuel – Lead Member for Health and Wellbeing
Cllr Cann OBE - Lead Member for Resources and Performance
Cllr Parker – Lead Member for Our Plan and Strategic Housing

Further information on the workings of the Hub Committee, including latest information on agenda items, can be obtained by contacting the Member Services Section on 01822 813662 or by e-mail to member.services@westdevon.gov.uk

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

DECISIONS TO BE TAKEN BY THE HUB COMMITTEE

Service	Title of Report and summary	Lead Officer and Member	Relevant Scrutiny Cttee	Decision maker	Anticipated date of decision
Strategy and Commissioning	**Communications Protocols – Media and Social Media**	LC/TBC	Internal	Hub Committee	22 March 2016
Commercial Services	**The Future of the Devon Authorities Waste Reduction and Recycling Committee (DAWRRC)**	JS/Cllr Sampson	External	Hub Committee	22 March 2016
Support Services	**Procurement Strategy**	CW/Cllr Cann	Internal	Council	22 March 2016
Support Services	**Revenue Budget and Capital Programme Monitoring -** to update Members on the latest revenue budget position	LB/Cllr Cann	Internal	Hub Committee	22 March 2016
SLT	**T18 Budget Monitoring -** to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	22 March 2016
SLT	**Review of Roles and Responsibilities for Hub Committee Members** (as requested June 2015)	SJ/Cllr Sanders	Internal	Hub Committee	22 March 2016
Customer First	**Debt Recovery Policy**	IB/Cllr Samuel	Internal	Council	22 March 2016
Business Development	**Income Generation Opportunities/Business Development Update**	DA/Cllr Baldwin		Hub Committee	22 March 2016
Strategy and Commissioning	**Our Plan 2016/17 –** Adoption of Our Plan for the following year	RK/Cllr Parker	Internal	Council	22 March 2016
Strategy and Commissioning	**Garden Waste Collections**	JS/Cllr Sampson	Internal	Council	19 April 2016
Customer First	**Homeless Strategy -**	IB/Cllr Samuel	Internal	Council	19 April 2016
Support Services	**Complaints Policy**	CB/Cllr Cann	Internal	Council	19 April 2016
Support Services	**Revenue Budget Monitoring -** to update Members on the latest revenue budget position	LB/Cllr Cann	Internal	Hub Committee	May 2016
Support Services	**Capital Programme Monitoring –** to update Members on the financial position of capital projects	LB/Cllr Cann	Internal	Hub Committee	May 2016
SLT	**T18 Budget Monitoring -** to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	June 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 Samuel	Internal	Hub Committee	May 2016

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

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

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

LB – Lisa Buckle – Finance COP Lead and s151 Officer   CBowen – Catherine Bowen – Monitoring Officer

HD – Helen Dobby – Group Manager Commercial Services   TB – Tracey Beeck – Group Manager Customer First

SM – Steve Mullineaux – Group Manager Support Services   SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets

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

JS – Jane Savage – Lead Specialist Waste Strategy

LC – Lesley Crocker – COP Lead Communications

West Devon Borough Council

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

Date: **8 March 2016**

Title: **T18 ICT progress report**

Portfolio Area: **Support Services**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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

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

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

RECOMMENDATIONS:

It is RECOMMENDED that the Committee endorse 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, cumulating 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
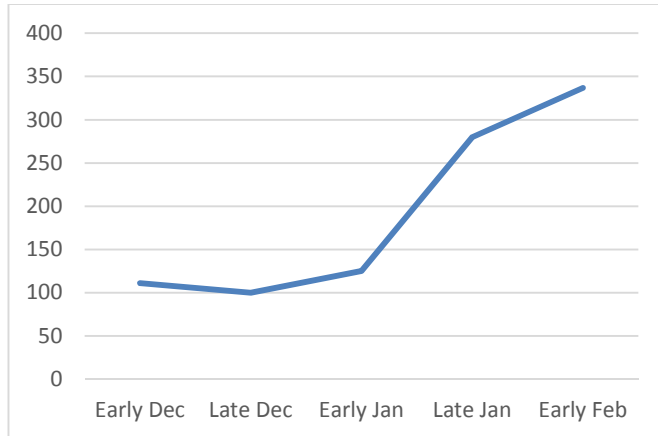
Graph4.5.2
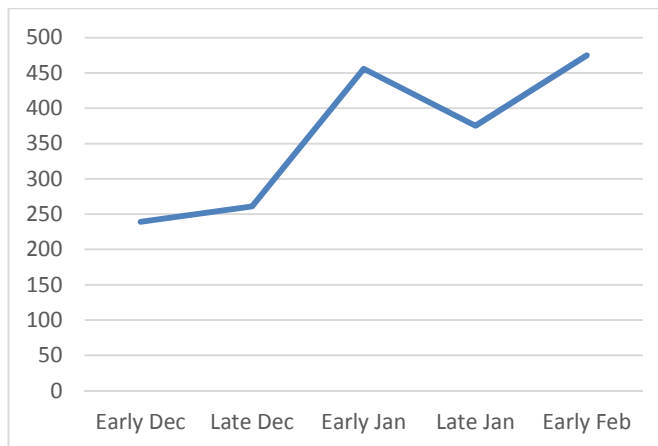
5. **Current issues and key risks**

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

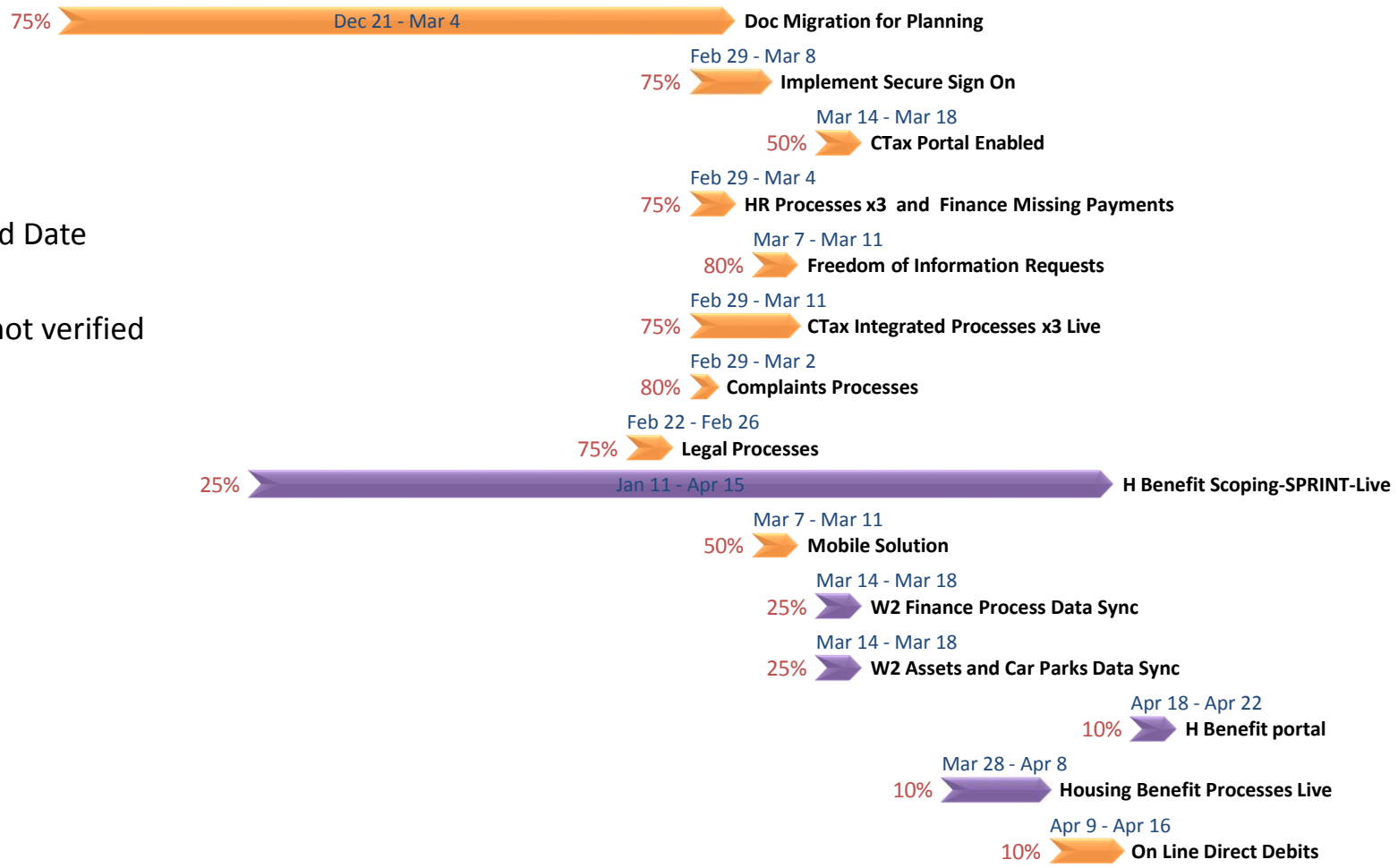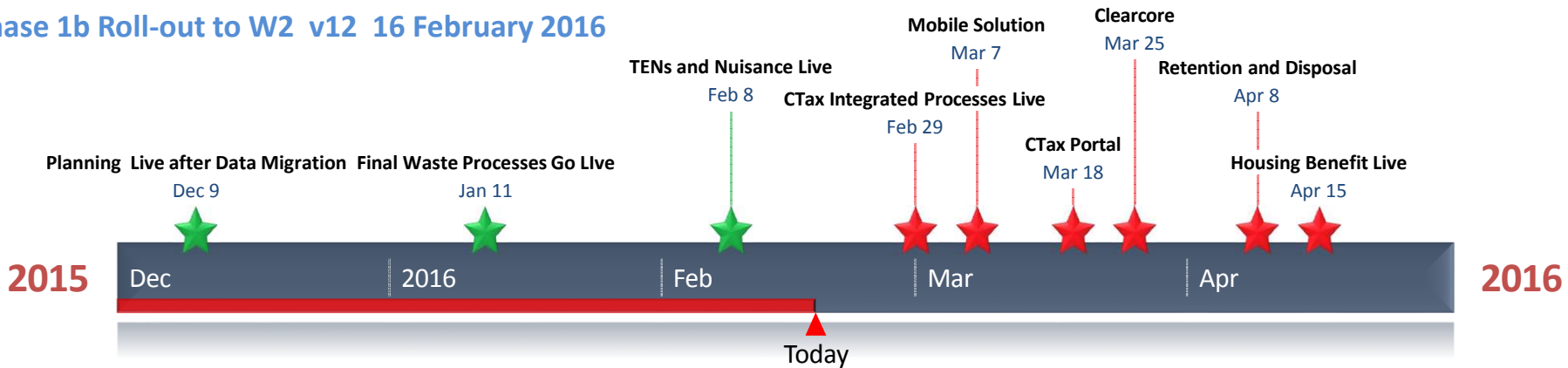| Process checklist	Completed
Portfolio Holder briefed	**Yes**
SLT Rep briefed	**Yes**
Relevant Exec Director sign off (draft)	**Yes**
Data protection issues considered	**Yes**
If exempt information, public (part 1) report also drafted	**N/A**

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

Mobile Solution
Mar 7

Clearcore
Mar 25

TENs and Nuisance Live
Feb 8

Retention and Disposal
Apr 8

CTax Integrated Processes Live
Feb 29

CTax Portal
Mar 18

Planning Live after Data Migration Final Waste Processes Go Live
Dec 9

Jan 11

Housing Benefit Live
Apr 15

2015   Dec   2016   Feb   Mar   Apr   2016

Today

75%   Dec 21 - Mar 4   Doc Migration for Planning

Feb 29 - Mar 8
75%   Implement Secure Sign On

Mar 14 - Mar 18
50%   CTax Portal Enabled

Feb 29 - Mar 4
75%   HR Processes x3 and Finance Missing Payments

Mar 7 - Mar 11
80%   Freedom of Information Requests

Feb 29 - Mar 11
75%   CTax Integrated Processes x3 Live

Feb 29 - Mar 2
80%   Complaints Processes

Feb 22 - Feb 26
75%   Legal Processes

25%   Jan 11 - Apr 15   H Benefit Scoping-SPRINT-Live

Mar 7 - Mar 11
50%   Mobile Solution

Mar 14 - Mar 18
25%   W2 Finance Process Data Sync

Mar 14 - Mar 18
25%   W2 Assets and Car Parks Data Sync

Apr 18 - Apr 22
10%   H Benefit portal

Mar 28 - Apr 8
10%   Housing Benefit Processes Live

Apr 9 - Apr 16
10%   On Line Direct Debits

= Planned Date

= Dates not verified

Page 21

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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).

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

Date: **8 March 2016**

Title: **Development Management Service Update**

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

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny (Internal) Committee**

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

Date next steps can be taken: Any recommendations made by the Committee will be considered, in the first instance, by the Hub Committee at its next meeting on 22 March 2016 (e.g. referral on of recommendation or implementation of substantive decision)

Author: **Drew Powell**   Role: **Specialist Manager**

Contact: **Ext 1240 drew.powell@swdevon.gov.uk**

> **RECOMMENDATIONS:**
>
> **That the Committee note the measures that are being implemented to improve performance within Development Management (as outlined at paragraph 4).**

1. Executive summary

1.1 The report outlines the measures that have been implemented, and are planned, to secure a sustainable improvement in performance in delivering Development Management.

1.2 A combination of factors including the loss of key officers, difficulties in recruiting suitably qualified replacements and the transition between software systems has had an adverse impact on the performance of the Development Management service.

1.3 Effective Development Management supports the Councils priorities and objectives and also supports the local economy.

1.4 Failure to deliver the service in line with National Performance Measures may result in the Council being 'designated'. Designation could have adverse impacts in terms of reputation and also financially. The Council is not at risk of designation under present performance requirements however proposals contained within the Housing and Planning Bill may have an impact on the Council in the future.

2. Background

2.1 Stability within the Planning Service, and in the new Community of Practice of Development Management evolving within the new operating model, has been affected by a number of internal and external factors over a number of years.

2.2 The national shortage of suitably qualified Planning Specialists, combined with the loss of experienced knowledgeable officers through the T18 recruitment process, has resulted in a reduced resource to deliver the service. Recruitment in advance of T18 was very difficult as there was no job security in view of the 'at risk' nature of the majority of posts. Posts have been back-filled with Agency staff which does not, generally, offer the same continuity and stability as establishment staff.

2.3 Delivery of the new operating model and the associated future efficiencies has required the migration of all planning records into new software. During the transition period, it was essential to operate both the old and the new software systems in order to maintain our statutory duties and minimise any risk to the council.

2.4 There has been extensive demand on key officers to support the transition and additional time spent training Case Managers and Specialists on use of the new systems.

2.5 The impact of the above has been an increase in the backlog of applications waiting to be determined, delays in validating new applications and reduced levels of customer satisfaction.

2.6 Elements of the new Planning system went live on 9 December 2015 after a programmed period of downtime and, notwithstanding some minor issues, applications are now being managed within the new software and the predicted efficiencies are beginning to have an impact. It is important to stress that these will take time to be fully realised.

2.7 The main benefit of the transition to date is that all applications received through the National Planning Portal are being automatically uploaded to the new planning software thereby removing the need for double handling and onward delay in processing the applications.

2.8 There have been some issues relating to uploading and viewing applications on the planning website which have now mainly been resolved. The website is now far more stable and increased functionality to improve the customer experience will be delivered in the near future.

3. Outcomes/outputs

3.1 In order to improve performance within Development Management, a number of factors still need to be addressed:

1. Engagement of suitably qualified/experienced staff;
2. Reduction of the backlog of applications; and
3. Improvements in the time to process and determine applications.

4. Proposed Way Forward

4.1 A number of initiatives have been, or are being, introduced in order to address the factors highlighted in paragraph 3.1 above and to improve performance. These are summarised as follows:

- Case Management has been moved to one location (Follaton) where all applications are processed. This initially created some issues during transition but is now operating well and will facilitate a move towards use of the Digital Mail Room where documents will be centrally scanned;
- A Work Plan to cover backlog reduction and determination performance has been implemented;
- Mobile Locality Officers are erecting site notices and taking site photos (changes to the Scheme of Delegation have now been agreed to further increase their roles in the future) thus freeing up Specialist time to determine applications;
- Shropshire Council (I P and E) were engaged on a trial basis to manage some non-contentious householder applications. This has proven successful to date with approximately 30 being determined. This arrangement has now ceased.
- TerraQuest, an external business support company, has been engaged to undertake validation of all minor/other applications received through the National Planning Portal. This arrangement went live in early February and is already resulting in an improvement in performance and creating the capacity needed during transition;

- Robust Performance Management has been introduced at an operational level and is reported, monitored and acted upon on a weekly basis;

The implementation of some of the above initiatives has already resulted in Officer caseloads reducing to an average of less than 50 applications, compared with caseloads in excess of 130 in the past 12 months.

4.2 In addition to the above, the outcome of the recent recruitment exercise will be clear in the coming weeks and it is hoped that all Specialist roles will be filled using permanent establishment staff as opposed to agency officers. There will remain however vacancies in Case Management which will need to be filled as soon as possible.

4.3 In order to take a wider look at Development Management, The Local Government Association and the Planning Advisory Service have been engaged to undertake a Peer Challenge. The challenge, due to commence in April 2016, will be undertaken by a small team experienced in Development Management and focus on areas for improvement identified in advance by the Council. Members will be consulted as part of the challenge process.

4.4 Subject to the outcome of the Peer Challenge, a range of Performance Indicators (PI's), for both operational and strategic use, will be developed in order to drive, maintain and demonstrate effective performance.

5. Present Performance

5.1 The transition into the new APP and W2 Software system has limited the ability to collect, accurately, performance data that has historically been reported.

5.2 The data attached at Appendix 1 gives an indication of an improving position with regard to reducing the backlog of applications and improving performance

- Graph 1 – determination performance for minors and other applications (non-major) – marked improvement in January and February
- Graph 2 – determination performance for major applications
- Graph 3 – The average time to validate applications has been improving – the peak in January resulted from transition into the new software.
- Graph 4 – shows the comparison between applications registered and those determined

5.3 There has been a concerted effort to reduce the number of out-of-time (backlog) applications and, as a result this has reduced from 102 in

November 2015 to 50 in February 2016. This reduction will help reduce complaints and enable a clearer focus on determining applications in line with service targets.

6. Future National Performance Targets

6.1 The Department for Communities and Local Government issued a Technical Consultation on implementing planning changes proposed under the Housing and Planning Bill on 18 February 2016. The wider implications of the consultation are presently being assessed however specific proposals relating to expanding the approach to planning performance are of specific interest at this stage.

6.2 The consultation proposes extending the present performance regime to include non-major planning applications in line with the approach already in place covering determination time for major applications. The proposals are that the thresholds at which authorities would become liable for designation should fall within the following ranges;

- Speed of decisions: where authorities fail to determine at least 60-70 per cent of applications for non-major development on time, over the two year assessment period, they would be at risk of designation

- Quality of decisions: where authorities have had more than 10-20 per cent of their decisions on applications for non-major development overturned at appeal, they would be at risk of designation.

6.3 At this stage, assuming the regime is adopted, it is not known when the two year assessment period will be measured from or whether the target will be 60 or 70%. The indication from the Planning Advisory Service (PAS) suggests that the target will be 60% and it will be a two year retrospective period likely to cover the latter part of 2014, all of 2015 and the beginning of 2016.

6.4 Based on the above present performance is 55.4% over the two year period up to the 24 February 2016, which includes the difficult period during 2015 outlined above in Sections 1 and 2 of this report. During this time the back log of out of time applications were tackled which has given rise to a low percentage of applications determined in time as highlighted in Graph 1. It is clear that the robust performance measures, introduced alongside the approach to back log reduction, have had a positive effect on performance as shown during the months of January and February.

6.5 It is not possible at this stage, given the unknowns about the target and assessment period, to determine whether the Council will be designated. The Council are working closely with PAS to ensure that all steps are being taken to maintain performance at the present high level.

6.6 Further work is planned over the coming weeks to obtain an accurate forecast of performance against the proposal and the clear focus will be on ensuring that determination performance over the next two quarters is as high as possible. It is not considered that the Council is at risk of designation in terms of quality of decisions.

6.7 The implications of designation under the new proposals are that it would enable an applicant to apply directly to the Planning Inspectorate (on behalf of the Secretary of State) for determination of a planning application rather than to the Council. This power would only apply to minor development and changes of use under the proposals, householder applications would still come to the Council. As the application fee would also go to the Inspectorate this may have an impact on the Council if substantial numbers of applicants took this option. In addition the Council would have to prepare an Improvement Plan to show how it was going to improve performance and apply to be de-designated.

7. Summary and Conclusions

7.1 Key areas of the planning system went live on 9 December 2015 and development of the new ways of working and its associated benefits continue. Further recruitment to the permanent establishment is underway, with agency staff being retained in the interim. There has been a reduction in the backlog of applications of over 50% and caseloads are now considered to be at a more manageable level. There are clear signs of improvement in determination performance arising from the measures that have been implemented. Further work is needed to fully assess the implications of proposed new National performance measures.

8. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council Constitution includes the provision for the Overview and Scrutiny Panel to set its own work programme. In so doing, the Panel has requested receipt of this report.
Financial	Y	The risks associated with being 'designated' highlight that there could be a reduction in income from application fees. Whilst it is not possible to predict this at this early stage, the experience from the regime covering major applications is that the financial risk is very low.

Risk	Y	In addition to the risks associated with being 'designated' (paragraph 1.4 and section 6 above refer), there are well rehearsed reputational risks associated with the performance of the Development Management Service. Whilst there have been a number of factors that have had an adverse impact on the service, this report evidences that performance is improving.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	There are no equality and diversity implications directly related to this report.
Safeguarding	N	There are no safeguarding implications directly related to this report.
Community Safety, Crime and Disorder	N	There are no community safety or crime and disorder implications directly related to this report.
Health, Safety and Wellbeing	N	There are no health, safety and wellbeing implications directly related to this report.
Other implications	N	N/A

Supporting Information

Appendices:

Appendix 1: Performance Data

Background Papers:

None.

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Appendix 1

Graph 1.

WD - Planning performance Minor and other applications

	Oct-15	Nov-15	Dec-15	Jan-16	Feb 16 (as at 24 feb)
Minor	5%	11.76%	42.60%	80%	92.30%
Other	25%	26.31%	33.33%	95%	100%

Graph 2

WD – Planning performance – Major applicatons (no major apps determined yet in February 16)

	Oct-15	Nov-15	Dec-15	Jan-16
Major	100%	100%	100%	100%

Page 33

Graph 3

average time to validate applications (days) - as at 24 Feb 16

Graph 4

WD Registered vs determined

	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16
registered	78	74	90	73	75	70	70	77	56	60	56	89	62	107	69	49	97	42	57
issued	71	74	80	90	79	63	60	80	76	78	54	57	64	78	76	50	60	84	60

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

Date: **8 March 2016**

Title: **CONTACT CENTRE UPDATE**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee: N/A

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

Date next steps can be taken: Any
recommendations made by the Committee will be
considered, in the first instance, by the Hub
Committee at its next meeting on 22 March 2016

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

Contact: **Anita.ley@swdevon.gov.uk 01803 861520**

RECOMMENDATION:

That the Panel:

1. **continue to support the work being undertaken to improve Customer Services and monitor performance through regular updates; and**

2. **endorse the Action Plan as outlined at Appendix C of the presented agenda report.**

1. Executive summary

At its last meeting on 6 October 2016, the Panel received its latest regular update on Customer Services. This report gives an update of the situation.

An action plan has been produced to show the work being done to improve our service and is attached at Appendix C.

In addition, this report also takes the opportunity to update Members as to the latest performance trends since the last Panel meeting.

2. Background

2.1 Following the staffing changes during June 2015, there was a period where gaps in staffing in the contact centre provided some service delivery challenges. This report sets out how these challenges are being addressed.

2.2 Pressure should be eased on the service as transition occurs in respect of the move to new technology and as staff training is rolled out and embedded across the workforce.

3. Transformation Programme Update

3.1 Delays in the roll out of W2 processes and the loss of experienced staff in June 2015 has meant that the Contact Centre has been working with reduced capacity. Partial go-live of services has also meant that the team have been required to work with both new and legacy systems to resolve customer enquiries.

3.2 The table below identifies services that have now gone partially live.

Service Area
Recycling and Refuse Collection
Car Parking
Environmental Health & Licensing
Council Tax & NNDR-Document Management
Planning Portal
Street naming and numbering

3.3 Whilst the initial plan was to go-live with whole services in a phased approach, it was subsequently concluded that this approach would put too much strain on case management and specialists carrying out end to end testing and training.

3.4 A 'Dragons Den' type approach was implemented to prioritise the remaining processes in order to deliver the maximum return on investment. A further benefit of this approach was that this also spread the officer effort across more services and therefore avoided taking key officers out of the business for extended periods of time.

3.5   The following table shows planned go–live dates for those
       remaining processes which are deemed to be high priority:

Service Area	Target go-live date (week commencing)
Council Tax	March 2016
Remaining Waste processes & linked Street Scene processes	Feb 2016
Further Environmental Health & Licensing processes	March 2016

4. Call Volumes and Performance

4.1   For January 2016 there was an increase in calls from the previous
       month but that was to be expected. This was still a 1000 more calls
       than January 2015. In order to improve performance, it is of
       paramount importance that call volumes into the Contact Centre
       are reduced. The current call volume trends are outlined at
       Appendix A.

4.2   Footfall continues to decrease across all three sites (Kilworthy,
       Okehampton and Follaton).

4.3   Performance decreased from 79.5% in December 2015 to 74.4%.
       This was mainly due to a large reminder run for Council Tax and
       Non Domestic Rates due to fewer reminders being sent before
       Christmas. The Panel will also note that, at present, sickness
       absence is running at 7%.

4.4   For the reasons detailed in paragraph 4.3 above, the percentage of
       calls answered within 20 seconds decreased from 43% in December
       2015 to 32% and the average call answer time increased from 2
       minutes 34 seconds in December 2015 to 2 minutes 48 seconds.

4.5   The top 3 highest volume phone call types for January 2016 were:

       1. Council Tax – make a payment over the phone
       2. Waste – recycling question
       3. Council Tax – make a Council Tax balance enquiry

4.6   When a customer calls the main council telephone number, there
       are two ways that they can be put through to the section they
       require. They can either use the Interactive Voice Response (IVR)

and select Waste, Council Tax/Non domestic Rates or Building Control/Planning using their keypad or they can select any other enquiry or hold to go through to Switchboard. At present, the Contact Centre answers 60.9% of Switchboard calls within 60 seconds. To help gauge performance, Appendix B illustrates how our performance compares with that of other local authorities.

4.7 Once the new telephony system is in place, officers will review the performance figures to see if they are still relevant.

5. Proposed Way Forward

5.1 Officers carry out constant demand analysis to ensure that the service is identifying 'failure demand'. These are calls that we consider unnecessary, where a change in process would mean the customer would not need to contact us.

5.2 Officers continue to review the messages that are currently played to customers while they are waiting to ensure useful and timely signposting is used. The Council continues to promote the use of the automated telephone line and the Council website to direct customers with simple enquiries to a quick solution. Those customers who are successfully re-directed will negatively affect the % of calls answered performance figure. This can be monitored and officers have seen evidence of this happening on the Planning line, where we provide clear information regarding: Duty Officers, the website and portal details.

5.3 The Customer Self Service Portal or 'My Account' has now launched for Waste and Planning. Furthermore, Council Tax is due to go live soon.

5.4 The plan for how the Council interacts with its customers (The Channel Shift Plan) is currently under development. This plan will help us target cheaper forms of contact such as Short Message Service (SMS) and email to those people who want and can use it, rather than trying to encourage all customers to use these types of contact. Contact Centre staff will be actively signing customers up to the 'My Account' facility on the website, which will increase call times in the short term, but will reduce call numbers in the long term.

5.5 Other agencies are being used to deliver less complex work for Development Management. Also, the service is passing work to similar 'on demand' services for Revenues and Benefits having just completed a free trial with a company.

5.6 All permanent posts have now been filled for the Contact Centre.

5.7 Outstanding workloads and customer service measures are now being reviewed on a weekly basis by the Senior Leadership Team.

5.8   The website is being updated and Customer Services are being given key messages to reassure customers.

5.9   Case Management are cross training staff to provide greater resilience where there is a lack of expertise and reduce backlog processing where possible. Once staff are trained and the backlog is reduced, this should result in a reduction in call volumes.

5.10   Council Tax call wait times are currently longer than the service would like. Answering these calls requires a higher skill set and until W2 is live for all Council Tax processes, it takes trainees 6 months to become fully competent to deal with the variety of calls which come through on that line. There is also a need to review how reminders/correspondence is sent to customers. This could mean that batch reminders are sent on a daily rather than a weekly basis.

6. Staffing

6.1   Six permanent members of staff have been recruited.

6.2   One members of staff are currently absent through long-term sickness and officers are actively working to manage her back to work.

6.3   In respect of staff training:-

- o Two newly recruited permanent member of staff are left to receive Council Tax training and this will commence in March 2016

- o Frontline staff at Kilworthy have been trained to provide phone support to the Contact Centre when they are fully staffed. This should help to make the service more resilient and enable for peaks in demand to be managed better.

7. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		None
Financial		None

Risk		There are well rehearsed reputational risks associated with the performance of the Contact Centre. In recognising these risks, the service will continue to be closely monitored with focus on ensuring that the services improves.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	There is a need to ensure we continue to meet our statutory duties.
Safeguarding	N	None
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	N	None
Other implications		

Supporting Information

Appendix A: Performance Report
Appendix B: Comparison of other authorities
Appendix C: Action plan

	April	May	Jun	July	August	Sept	Oct	Nov	Dec	Jan
No of calls to cc 2015/16	22436	20309	23744	27049	24461	26723	21995	21586	15961	23488
No of calls to cc 2014/15	22050	17060	21250	23239	22841	22863	21949	18630	13736	22501
No of calls to cc 2013/14	22978	21615	21242	24827	20915	21848	22549	19943	14109	24658

Number of calls
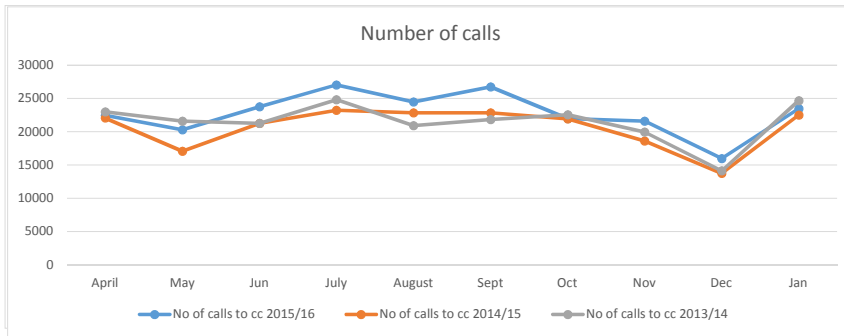
	April	May	Jun	July	August	Sept	Oct	Nov	Dec	Jan
calls answered 2015/16	88.8	79.4	71	74	70.2	70	82.1	80.5	79.5	74.4
Calls answered 2014/15	88.6	90.2	83	74	75.3	82	84.6	85.2	88.4	86.3
Calls answered 2013/14	87.6	84.9	76	81	84	83	88	90	91.4	87.4
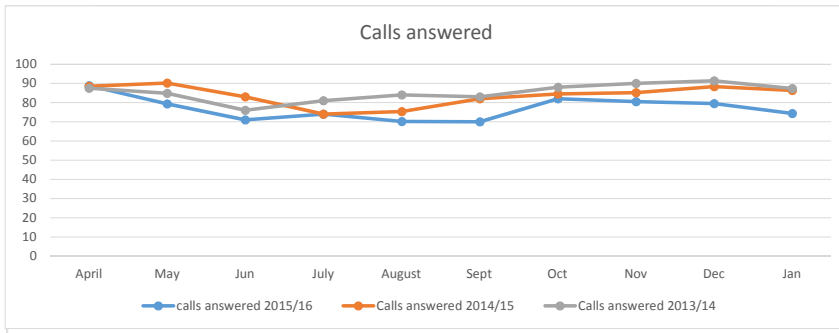
Calls answered

	April	May	Jun	July	August	Sept	Oct	Nov	Dec	Jan
% of calls ans within 20s 2015	59	43	35	33	39	42	51	46	43	32
% of calls ans within 20s 2014	62	68	50	41	44	49	51	50	63	50
% of calls ans within 20s 2013	56	48	34	44	57	45	57	62	69	54

% of calls answered within 20 seconds
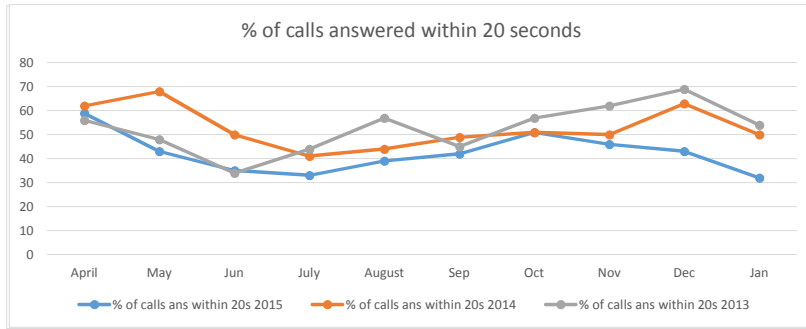
	April	May	Jun	July	August	Sept	Oct	Nov	Dec	Jan
% of calls answered after 7min 2015	23	29	32	33	28	26	26	27	30	33
% of calls answered after 7min 2014	24	20	31	47	45	39	36	30	23	20
% of calls answered after 7min 2013	28	33	39	33	25	34	28	25	21	29

% of calls answered after 7 minutes
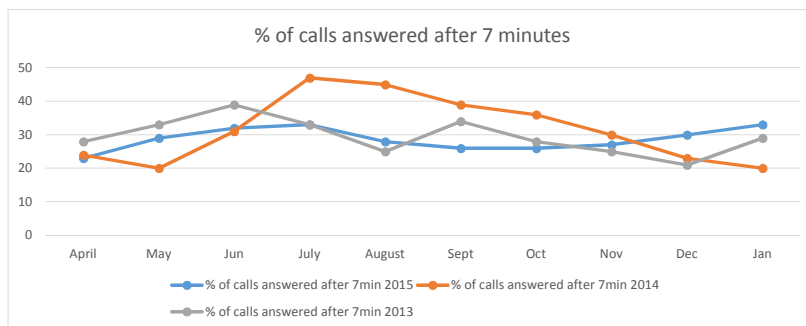
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Council	No of Calls Received	No of Calls Answered	Answered in 20 secs	Ave Call Answer time	No of FTE	Top 3 Calls
South Hams/West Devon	22130	82%	51%	2mins	22	Contact a planning officer; Make a payment; and Paperless Direct Debit.
Teignbridge	No Response					
Torbay	15083	82%	Not recorded	2mins	22	Housing benefit enquiries, housing needs enquiries, Registrars appointments,
Plymouth	No Response					
Cornwall	No Response					
East Devon	11375	99%	90%	3mins	9.5	Waste, planning, car parking – No Revs or Bens calls
North Devon	6066	81%	Not recorded	41.5secs	6.5	No Revs or Bens calls
Torridge	No Response					
Mid-Devon	No Response					
Mendip	No Response					
Sedgemoor	No Response					
South Somerset	Due to technical issues with new phone system the LA can't currently measure this data.					
Taunton Deane	No Response					
West Somerset	No Response					
Devon CC	No Response					
Somerset CC	No Response					
Exeter CC	No Response					

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CONTACT CENTRE ACTION PLAN

Area	Action	Who	When	Comments
Council Tax	Outsource Council Tax backlog. Engage Meritec.	Contract: Lorraine M Monitor quality / output : Steve H/ Kate H	Start w/c Jan 4th	Backlog under control before annual Council tax billing. Reduction of backlog will reduce calls chasing action on correspondence and improve accuracy of recovery action.
Case Management	Mitigate peaks in call volumes by managing outbound mail better and where possible avoiding large batches of letters	Kate H	Jan 2016	Work is being undertaken to move Council tax outbound mail to Synertec. As well as saving on cost this will allow us to send batch mailings (reminders) on a daily basis
Contact Centre	Staff training	Anita L	April 2016	Ensure all permanent members are staff are trained to take Council Tax and Non Domestic Rate Calls. Ensure face to face staff at Kilworthy are able to provide support to Contact Centre during busy periods eg starting to provide support for Council Tax and Waste. Possible switchboard cover in the future.
Contact Centre	Work with CM and Commercial Services to produce an annual timetable to ensure we can prepare in advance for when extra resources are required.	Anita L / Kate H	Jan 2016	Additional resources may be 'borrowed' from other areas e.g. Case Management or Localities, alternatively temporary staff could be used. Leave requests can also be managed as much as practicable.
Communications	Work with Communications to ensure that we are keeping customers updated on issues, call peaks etc. via social media and the website	Anita L / Lesley C	Jan 2016	Call volumes can be reduced just by keeping customers better informed of current issues
W2	Council Tax Portal to go-live	Transition team	February 2016	Go-live of integrated processes in the portal will reduce incoming calls and post. Online Direct Debit a priority for Council Tax.
W2	EH and remaining waste processes to go-live	Transition team	February 2016	This will reduce demand as once a process is in W2 then customer will receive regular updates by text or email. Aware that some processes will shift work either from Contact Centre to Case Management or vice versa so this will

				need to be managed carefully. Legacy waste systems removed from contact centre.
Contact centre	Review the telephone statistics that are used to measure performance	Anita L	Sep 2016	Ensure they are still relevant and reflect what is important to the customer. At the moment unable to change the parameters and amend reports, with new telephony should be able to tailor the stats to the new way of working.
Contact Centre	Amend the greeting messages to provide information regarding the portal and website services	Anita L/ Lucy T	January 2016 - ongoing	This is already done but as more processes are available online ensure messages are regularly refreshed and channel shift customers away from phone lines.
Contact Centre	New telephony	Anita L/Shane Carpenter	July 2016	This will give us more control over the reporting without the need to contact an outside firm or IT. Will enable the Contact Centre to interact with Lync allowing seamless transferring of calls to Case Management, speeding up call transfer. Added functionality will increase flexibility and fit better with new way of working. Will allow us to advise customers of their place in the queue.
Case Management Commercial Services	Failure demand analysis.	Kate H, Drew P, Jane Savage	Jan 2016	Targeting calls which are a result of failure demand. Reduced backlogs should reduce calls into the Call Centre. External companies being used for Council Tax & Planning to reduce the backlog. Commercial Services are reviewing the blue sacks for SH to either go to a re-useable bag or annual deliveries to reduce the calls coming into the Contact Centre.
Case Management	Training in areas where there is a lack of expertise at present.	Kate	Feb 2016 - ongoing	Continued cross training of case managers to provide resilience. Ensure all areas are covered and all processes completed within their time-frame.

Report to:	**Overview & Scrutiny (Internal)**
Date:	**8 March 2016**
Title:	**PERFORMANCE MEASURES**
Portfolio Area:	**N/A**
Wards Affected:	**All**
Relevant Scrutiny Committee:	

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

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

Author:	**Jim Davis**	Role:	**Specialist – Performance Management**
Contact:	**EXT:1493**		
	Email: jim.davis@swdevon.gov.uk		

Recommendations:

1. **That Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.**
2. **That Members note the data and analysis provided within the deep dive report – Benefits processing**
3. **That Members consider the type and format of live data they want to be available as part of the 'Dashboard' rollout**

1. Executive summary

1.1 Performance measures for Quarter 3 have tended to show a general improvement on both the scorecard and the background report. The deep dive report shows issues with benefits processing, some of which are exterior to the service.

2. Background

2.1 The Balanced Scorecard has suffered from scope creep over the years where some measures are reported to Committee for interest rather than to fulfil a scrutinising role and generates questions rather than helps to provide answers. The review by the Task & Finish group was interpreted as being 'light' on data at the previous O&S but the T&F group made their recommendations with the awareness that there would be additional information forthcoming with the introduction of Dashboards.

3. Outcomes/outputs

3.1 The remaining recommended measures (See Appendix A & B) are ones where scrutiny in a quarterly setting is useful to the council and officers.

3.2 Dashboards are planned for rollout starting in April and will be built upon in terms of complexity and tailoring for different Members/interests as well providing Managers and SLT with useful live information.

3.3 A dashboard is to be accessed via a weblink (you can have access to more than one type) and queries our live database, returning 6-9 graphs or tables that you can drill down into for further analysis.

3.4 The dashboard can be grouped into themes (planning for example) or tailored for specific interest. Over time we expect to be able to extract geographic data for live analysis of hot topics within each ward.

3.5 Starting in April we expect to start delivering theme based dashboards to both managers and members. The Business Development Team focus will then shift to performance data and management information to help team leaders/managers improve their areas before developing specific or tailored reports and geographical reporting.

4. Options available and consideration of risk

4.1   The Dashboards can be tailored by type, interest or specific to
       each Councillor. Increased specificity will take more time to
       implement and the benefit will need to be balanced against
       other tasks that the Business Development team will be
       engaged with.

5. Proposed Way Forward

- Members note the performance levels against target
  communicated in the Balanced Scorecard and the
  performance figures supplied in the background and the
  exception report.
- Members note the data and analysis provided within the deep
  dive report – Benefits processing
- Members consider the type and format of live data they want
  to be available as part of the 'Dashboard' rollout

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	Whilst there are no statutory performance measures anymore, some are still reported nationally. We collect these in the same format as required to improve consistency. Other measures are to improve efficiency or to understand workload.
Financial	N	
Risk	Y	Poor performance has a risk to the Council's reputation and delivery to our residents. These proposals should give Scrutiny the ability to address performance issues and develop robust responses to variation in delivery
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	

Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:
Appendix A – Corporate Balanced Scorecard
Appendix B – Background and Exception Report
Appendix C – Corporate Balanced Scorecard Targets
Appendix D – Benefits deep dive report

Background Papers:
None

West Devon Corporate Balanced Scorecard

Community/Customer

Q2	Q3	
🔺	🔺	Overall waste recycling rate %
🔺	🔺	Residual waste per household
🛑	🛑	**CST:** Average Call Answer Time
✅	🔺	**CST**: % of enquiries resolved at first point of contact

Processes

Q2	✅	🛑	🛑	% of planning applications determined within time frame Major(Statutory) :Minor: Other
Q3	✅	🛑	🛑	

Q2	Q3	
🛑	🔺	Average End to End time Benefits New Claims
✅	✅	Average End to End time Benefits Change of Circumstances

T18 Programme

Q2	Q3	
🔺	🔺	T18: Programme timescales on track
✅	✅	T18: Performance vs. Budget
🔺	🛑	T18: No. of Processes live
✅	✅	T18: Ratio call/web submissions

Performance

Q2	Q3	
No data	*No data*	**EH:** *% of nuisance complaints resolved at informal stage Moved to W2 at end of Qtr 3. Data available from next Qtr*
✅	✅	Average days short term sickness per FTE
🔺	🔺	Complaint response speed

Key

🛑	Below target performance
🔺	Narrowly off target, be aware
✅	On or above target

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Information Report

Non-targeted (data-only) performance measures reported every quarter to provide context and background information – not suitable for the Balanced Scorecard page as no targets applicable or relevant.

PI Measure	Managed By	Q3 14/15	2014/15 YTD or Total	Q3 2015/16			15/16 YTD or total	Comment (If Applicable)
Planning Enforcement Change: Due to issues extracting the information, breaking down the action in each enforcement case isn't possible. Volume of work is being reported instead	Pat Whymer	151	-	200			-	The new planning enforcement process will be going live w/c 29/2 in W2 which will enable improved reporting.
All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.		**Total**	**YTD 14/15**		**Total**	**Avg Time**	**YTD**	The existing complaints software still utilises the old service area distinctions. As we move onto the new system reporting will be simplified to enable easier grouping for better analysis, breaking down into Stage 1/2, and capturing our response time.
		Assets — 1	1	Assets	0	-	0	
		Corporate Services — 0	0	Corporate Services	0	-	1	Avg time to respond will be available when the complaints process moves into W2 (Expected early March)
		Environment Services — 9	41	Environment Services	27	-	71	
		Environmental Health — 1	4	Environmental Health	2	-	2	Complaint numbers remain broadly similar to previous years
		Finance — 0	0	Finance	0	-	0	
		ICT & CS — 6	28	ICT & CS	5	-	17	During Q3, only one Ombudsman complaint was received, however the Ombudsman refused to investigate as the complainant could go via the Planning Inspectorate
		Planning — 8	17	Planning	9	-	17	

PI Measure	Managed By	Q3 14/15	2014/15	Q3 2015/16	15/16	Comment (If Applicable)
			YTD or Total		YTD or total	
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	65	YTD 120	138	375.2	Although the figure is higher than in the previous quarter, we can expect this figure to decrease in the next quarter as an employee has been dismissed on capability grounds. Equivalent to 1.7 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE
Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	69	YTD 161.5	21	73	Equivalent to 0.25 days/FTE for the quarter. This figure reflects the reduced number of employees on the Establishment following voluntary redundancies during 2015. Possibility of some under recording of sickness (if forms aren't returned/submitted) as it occurs after the employee returns. The Business Development Team are going to prioritise the sickness returns process going into W2. This initiates the process when the employee contacts their manager so you can't forget to submit the forms upon return. This will enable monthly reporting (currently quarterly) and a lot less administration time.
CS: Top 5 call types	Anita Ley			1) CST WD Planning - Current application 2) CST WD Ctax - Make a payment over the phone 3) WD Waste - Missed recycling and food 4) CST WD Planning - Planning officer - repeat call 5) WD Ctax - Balance enquiry	-	Last Qtr 1) WD Planning – Current application 2) CST WD Waste – Missed collections – Missed refuse 3) WD Council Tax – Make a payment over the phone 4) WD Council Tax – Balance enquiry 5) CST WD Waste – Missed collections – Missed recycling and Food
CS: Top 5 website views/trend	Kate Hamp		-	1. Planning 2. Contact Us 3. Recycling and Waste 4. Council Tax 5. Your Council	-	

PI Measure	Managed By	Q3 14/15	2014/15	Q3 2015/16	15/16	Comment (If Applicable)
			YTD or Total		YTD or total	
CS: % of customer contact through online interaction Demonstrating channel shift	Kate Hamp		-	16.13%		Processes starting to feed directly into W2 saving significant case management time. As customers are required to sign up for an account we have experienced a slight drop in web submission that should correct as more accounts are created. An increasing number of W2 processes are now available online and should start to increase as the service is advertised via Council Tax bills.
CS: Total number of transactions	Kate Hamp		-	3029		
CS: Average call answer time The average time in minutes for a call to be answered. This time shows as an average over each month	Anita Ley	1.4	1.8	2.12	2.3	Historical average around 1.5-1.6 minutes. Timings improving despite a higher than usual level of sickness over the winter To give some context the call centre received 60,000 calls over the quarter
CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Anita Ley		72.33	60%	64%	We count this measure quite strictly. Many other local authorities count additional processes which stretches the definition. This gives a truer impression of the number of cases being dealt with solely by the CST
EH: Average time taken for Disabled Facilities Grants (Fast track) (work days) The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.	Ian Luscombe		-	98 (2 cases)	84 (5 cases)	Devon wide target is 80 days. There is no data available for 2014/15. The "fast track" applications refer to shower or stairlift adaptions. The portion completely under council control is completed in 5 days with a target of less than 7 days.

Exception Report:

PI Measure	Managed by	Prev Status	Last Qtr Q2	Oct 2015 Value	Nov 2015 Value	Dec 2015 Value	Q3 2015/16 Value	Q3 2015/16 Target	Action Response
Average Call Answer Time **The average time in minutes for a call to be answered. This time shows as an average over each month.**	Anita Ley	🟥	3.2	2.00	2.25	2.34	2.12	1 min	This quarter experienced a more normal level of call volume but was hampered by higher sickness than usual over the early winter period. The stats showed an improvement in call answer speed as well as % of calls answered back above 80%
% of Applications determined within statutory time frame Minor	Pat Whymer	🟥	_22%_	5%	12%	43%	21%	60%	Although throughout Q3 the performance was disappointing the changes implemented have had a positive effect and the latest figures show a much more satisfactory level of service.
% of Applications determined within statutory time frame other	Pat Whymer	🟥	51%	25%	26%	33%	30%	80%	(see table below)

	Jan	Feb so far (23 feb)
Major	2/2 - 100%	0
Minor	12/15 – 80%	12/13 – 92.3%
Other	19/20 – 95%	19/19 – 100%

PI Measure	Managed by	Prev Status	Last Qtr Q2	Oct 2015 Value	Nov 2015 Value	Dec 2015 Value	Q3 2015/16 Value	Q3 2015/16 Target	Action Response
T18: No. of Processes live	Jim Davis	🔺	30	1	20	3	24	90	Quarter 3 was a disappointing quarter for the Business Development Team both in struggling to get the departments to engage and delays from Civica. We struggled to get three major problems fixed: APP integration, Payment maps, & Document upload which both delayed processes going live and required a lot of fixing work once the solutions were identified. Civica also struggled with 'Package Management', moving processes from the test database to the live database and have only now finished moving processes listed in November into Live. We are still awaiting fixes that are delaying some new processes but Civica seem to have now resolved their resourcing issues and are now moving processes in a timely manner. High level discussions between SLT & their management have benefitted this process greatly. The Team hasn't been static whilst waiting for fixes and now have a backlog of processes ready for going live including:

PI Measure	Managed by	Prev Status	Last Qtr Q2	Oct 2015 Value	Nov 2015 Value	Dec 2015 Value	Q3 2015/16 Value	Target	Action Response
									• Legal • Planning • Natural Environment • Health & Safety • Food Safety • Private Water Supply • Democratic/Member Services • Sickness Complaints • TPOs 70+ should be implemented by Mid-march

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**Appendix C: Explanation and targets for Balanced Scorecard measures**

Measure	Target	Explanation
Overall waste recycling rate %	58%	A combination of recycling, re-use & composting for household waste. A self-set stretching target based on historic collection rates and current ambitions
Residual waste per household	81kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.12-13kg per fortnightly collection per household
Average Call Answer Time	1 min	Simple statistic to judge overall call answer speed. Can mask the complexity of call answer times but provides useful yardstick for comparing performance over time. If capacity exists in CST then answering calls in 20secs is common and simple. Answering calls consistently around the minute (or any) timeframe occurs only when incoming calls are being matched with the speed calls are being completed. As an example with our avg call and wrap up time of 7 mins this target is passed with only 2 extra calls being received per minute. Each additional extra 2 calls/minute would add another 1 minute wait to all callers wait time.
% of enquiries resolved at first point of contact	60%	In contrast to the measure above, this focuses on when the customer gets through, can CST deal with the issue at hand. Driving increased success in this measure pushes up call times so has a negative impact on call answer speed.
% of Applications determined within time frame Major	60%	Statutory performance measure target
% of Applications determined within time frame Minor	65%	Old statutory performance measure target
% of Applications determined within time frame Other	80%	Old statutory performance measure target
Avg End to End time Benefits New Claims	24 days	Time for processing new claims
Avg End to End time Benefits Change of circumstances	11 days	Time for processing changes to existing claims

| % of nuisance complaints resolved at informal stage	90%	Handling nuisance complaints informally saves time and money and often provides a more satisfactory outcome for all involved
Avg days short term sickness/FTE	1.5days/qtr	Private sector average of c.6 days/year, Public sector average of c.8 days has informed this initially stretching target. Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues. Better sickness reporting via W2 will increase confidence in this figure and speed of reporting. Will be measured monthly from April onwards.
Complaint response speed	10 days	Time to respond to a Level 1 complaints
T18: Programme timescales on track	Against Plan	Performance against programme timelines. Recently re-baselined following agreement of milestones with Civica
T18: Performance vs. Budget	Under/over spend	Measure to compare the forecast spend on the programme at the end of the period to the actual spend. To judge budget control. Green: Actual spend less than planned Amber: Overspend of less than 5% Red: Overspend greater than 5%
T18: No. of Processes live		Against baselined projection for the month. There is a rolling programme of processes being worked on together by the BDT and the services that is dependent on system fixes and adoption/buy in from the organisation.
T18: Ratio call/web submissions	10% increasing over time	Ratio for customers calling vs self servicing using integrated processes online. Customers currently fill in online forms but this then requires input into our systems. The new integrated approach inputs directly to our system and routes work where needed. Initially requires creation of account before first submission so expectation of slight drop off in ratio to begin with and then increasing as more customers sign up. Communication initiatives will be coordinated at key times during the year, for example, with annual council tax bills to drive sign ups so a stepwise increase in submissions is expected.

Appendix D: Benefits data in depth report

A deeper analysis of the benefits data shows an interesting if complicated picture.
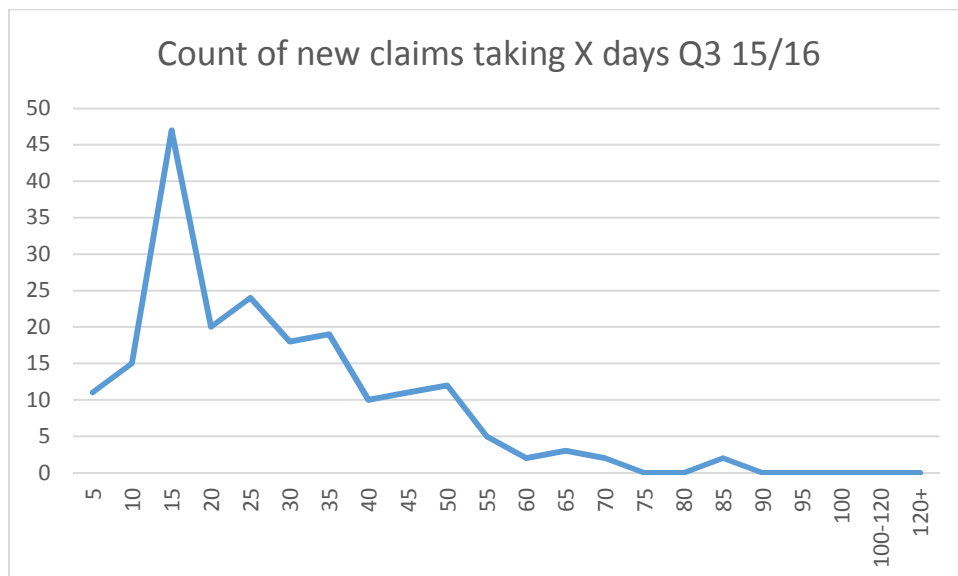
The target completion date is 24 days, and although the average is relatively close to the target the data shows a significant amount of claims far in excess of the average. This is often due to issues beyond the processes control and is partly due to the way we keep cases active on the system. We should invalidate claims if customers don't respond in a timely manner (1 month) but we often give them longer and this has a negative impact on our stats without affecting customer satisfaction levels. We will be adopting a more consistent approach with this going forward that will improve the reported stats.
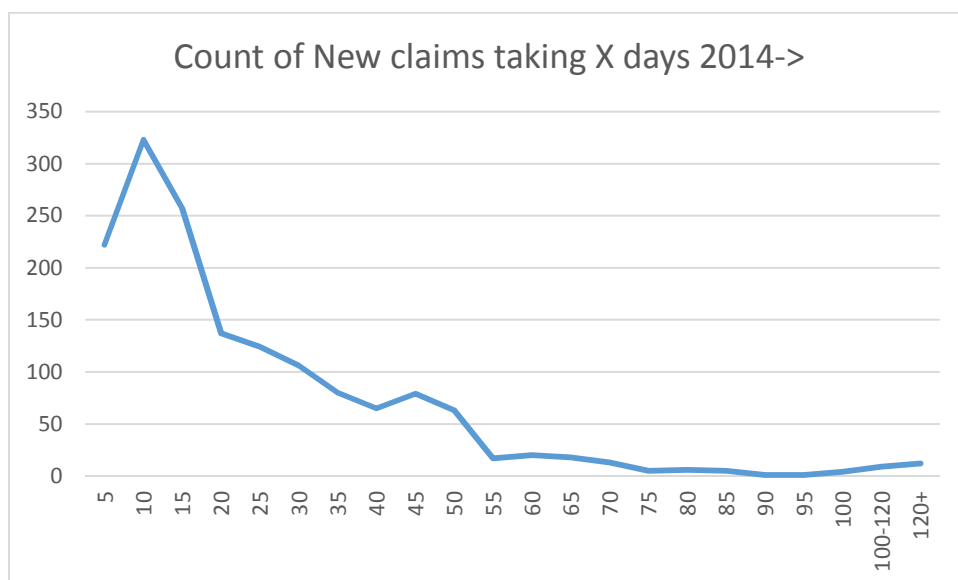

This trend of completion dates (shape of the graphs above) has been consistent for the past two years, whether we look at the whole time period or date ranges within it with the subtle difference that the peak of the early completed claims has moved recently from 10 days to 15 days. As this is where the majority of claims are being processed this moves the average significantly past the target date. Whilst causes are often multi-faceted a delay in opening & scanning of post of around 5 days would seem a likely cause of this.

Delays such as this have a disproportionate effect on the 'quicker' cases and as that is where the volume is for the benefits processing team the delays are harder to absorb without showing in the figures.

Analysis of processes like this show that unless the process is fundamentally changed, changing performance is more often a factor of workload rather than individual or team 'performance' and the similar graph shape for the two very different time periods is testament to that.

Change of Circumstances shows a similar trend with an increase in the 'quicker' processes taking a few days longer and thus affecting the stats significantly but not showing a major change in the performance of the team or impact to the customer.

Capability charts or Statistical Process Control (SPC) Charts
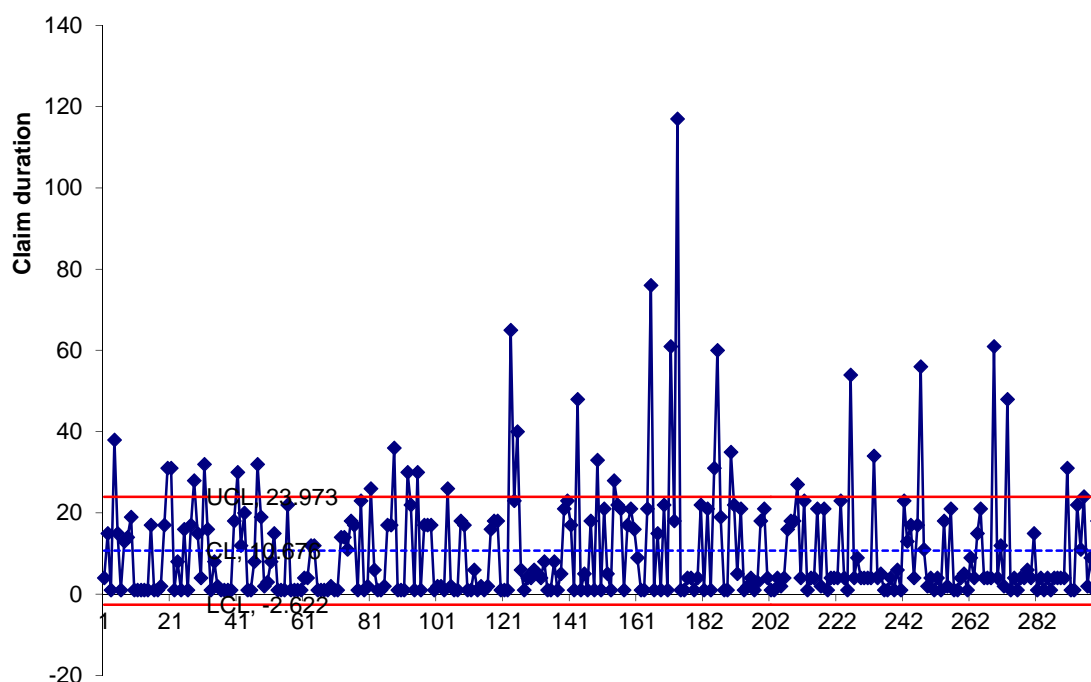
Claims completed from Oct-Dec

This chart shows the time it took to process each Change of circumstances in order through the quarter.

Whilst difficult to explain all the nuances of the above chart, you can clearly see very few claims actually get processed anywhere near the average time (dotted line). Most get processed early on (and the minor delays here have the large effect on the overall average), there is then a clear gap between the next batch that get processed around the 20 day mark and then a significant portion of claims that appear above what is called the upper control line at 24 days.

A well controlled process would expect to have virtually all data points within the bold lines on the graph (this is the basis of the SixSigma business improvement methodology). Reducing the variation seen across the processing duration would serve to improved average time but also reduce rework as these cases must be re-visited on multiple occasions. Invalidating claims where no or very late responses come from the customer would limit these outliers as well as improve the reported figures.

Around data point 182 you can see a clear second row forming that shows claims all being completed around the same duration but significantly a few days slower. This is around the time the change in opening/scanning post occurred and as further evidence to the data presented above.

Conclusion

Whilst a drop in the headline figure for speed of processing claims isn't ideal, the comparison between historic and current data strongly suggests that the effect has a simple cause and has the effect on the customer of making the quicker claims slightly longer without having a drastic effect on the 'longer' claims.

This shouldn't have a particularly dramatic effect for customer satisfaction as the data shows there has been little change for longer claims. There is a need to either focus some effort of the excessive claim lengths to understand if there were valid reasons for the delay or whether we should change our approach to invalidate claims where delays are out of our control and hence show a truer picture of the benefits processing performance.

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OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2015-16

Date of Meeting	Report	Lead Officer(s)
8 March 2016	Hub Committee Forward Plan	Kathy Trant
	T18 Programme Monitoring	Steve Jorden / Sophie Hosking
	Task and Finish Group Updates	
	Performance Indicators – Quarterly Report	Darren Arulvasagam
	Draft O+S Annual Report	Darryl White
	Corporate Complaints Policy	Catherine Bowen
	Annual Complaints Review	Sophie Hosking
	Member Development Steering Group Update	Cllr Ball
	Development Management Service Update	Tracey Beeck / Drew Powell

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