West Devon Overview & Scrutiny (Internal) Committee

West Devon Borough Council

Title:	# Agenda
Date:	**Tuesday, 19th July, 2016**
Time:	2.00 pm
Venue:	**Chamber - Kilworthy Park**
Full Members:	*Chairman* Cllr Musgrave *Vice Chairman* Cllr Yelland *Members:* Cllr Cann OBE Cllr McInnes Cllr Davies Cllr Mott Cllr Evans Cllr Moyse Cllr Hockridge Cllr Ridgers Cllr Kimber
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

Meeting held on 14 June 2016

3.   Declarations of Interest

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

4.   Items Requiring Urgent Attention

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency

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

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **5.00pm on Thursday, 14 July 2016** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

(NB. a version of this report was also considered by the Hub Committee at its meeting on 12 July 2016)

Report of Group Manager: Support Services and Section 151 Officer

An opportunity for Members to suggest potential agenda items for consideration during this Municipal Year.

This page is intentionally left blank

At a Meeting of the **OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **14th** day of **JUNE 2016** at **10.00am**.

Present:	Cllr C R Musgrave – Chairman
	Cllr J Yelland – Vice-Chairman

Cllr W G Cann OBE Cllr J Evans
Cllr L J G Hockridge Cllr P Kimber
Cllr C Mott Cllr D E Moyse

Head of Paid Service
Executive Delivery (Service Delivery and Commercial Development)
Group Manager – Support Services
Group Manager – Business Development
Case Management Manager
Senior Specialist – Democratic Services

Also in Attendance: Cllrs D W Cloke, C Edmonds and A F Leech

*O&S(I) 1 APOLOGIES FOR ABSENCE
Apologies for absence were received from Cllrs M Davies, J R McInnes and P J Ridgers.

*O&S(I) 2 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) 3 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) 4 CHAIRMAN'S ANNOUNCEMENT
The Chairman exercised his discretion and invited officers to provide an update on the Council website.

In so doing, the following points were raised:-

(a) It was noted that the Council was in the process of developing a potential business case to improve its website. Regardless of the merits of this business case, there were options identified by GOSS interactive (website content management system) that would result in quick improvements being made to the website;

(b) In light of the Council already having an existing contract with GOSS interactive, officers were confident that any improvement works would be at minimal (if any) cost to the Council;

(c) It was anticipated that the business case would be finalised for the consideration of the Senior Leadership Team before the end of June 2016;

(d) By gradually transferring the IT infrastructure, the Committee was informed that website improvements should be evident to the user within three months. Furthermore, Members were assured that a gradual transfer would have no impact on the public face of the website and there would be no detrimental knock-on effect to the Contact Centre;

(e) In citing four alternative methods that the customer could currently self-serve on the website, officers acknowledged that the website was confusing and not user friendly for the general public.

*O&S(I) 5   **COMMITTEE TERMS OF REFERENCE**
The Chairman presented the Committee Terms Of Reference and emphasised the importance of Members being aware of the scope and function of the Committee.

As a general point, a Member requested that the formatting and layout of these Terms Of Reference be revisited to ensure that they were presented in a more reader friendly manner.

*O&S(I) 6   **PUBLIC FORUM**
It was noted that no issued had been raised by the general public.

*O&S(I) 7   **HUB COMMITTEE FORWARD PLAN**
The most recent (published 9 June 2016) Hub Committee Forward Plan was presented for consideration and was duly noted without any issues being raised.

*O&S(I) 8   **CASE MANAGEMENT PRESENTATION**
The Case Management Manager proceeded to undertake a presentation that outlined the Case Management function, its current staffing structure and how it fitted into the Future Operating Model.

In the ensuing debate, reference was made to:-

(a) responses to customer enquiries. A Member reiterated his previously raised concerns at a number of instances that he had been made aware of whereby residents had been promised a response to an enquiry from an officer that was never forthcoming. In reply, officers acknowledged this point and highlighted the transitional resources report that was ultimately seeking Council approval to temporarily increase resources within the Case Management function in order to help address the backlog of workload.

Furthermore, officers made a plea that Members inform them of such instances where this issue was occurring;

(b) the post function. When questioned, officers confirmed that the post function had been outsourced. Whilst post was still being generated in-house, it was noted that the remaining processes were now outsourced and, due to economies of scale, cost savings were already being realised. As an assurance, officers did also confirm that the post was still sent securely and was fully compliant with data protection legislation;

(c) allocating work within the Case Management function. As an example of how a planning application would be allocated to a Case Manager, the Committee was informed that the Case Management Manager would work with the Development Management Community Of Practice Lead to ensure that it was assigned appropriately.

In conclusion, the Chairman wished to thank the Case Management Manager for her interesting and informative presentation.

*O&S(I) 9   PERFORMANCE MEASURES
The Committee considered a report that presented the Performance Measures for Quarter 4 for 2015/16.

In discussion, reference was made to:-

(a) the dashboard information now being readily available for Members to view on their IPads. Officers highlighted the recent Member Drop-in Sessions during which accessing the dashboards (and the consequent live performance information) was illustrated to Members. Whilst a relatively new concept that would evolve, it was agreed that the lead Hub Committee Member should work with officers to ensure that the performance information is up to date, accurate and relevant;

(b) the quarterly performance reports. In addition to being able to access the dashboards, the Committee was assured that it would continue to receive the quarterly performance reports;

(c) the work of the Performance Measures Task and Finish Group. The view was expressed that the Group may feel a twelve month review would be opportune to ensure that the reports were still focusing upon the indicators of most interest and relevance to Members. As a guide, the Committee was of the view that the current most important performance measures should be focused around: Development Management; Waste and Recycling; the Contact Centre; Customer Satisfaction and Complaints against Service(s);

(d) the average call answer time. The Committee recognised the current pressures facing the Contact Centre and acknowledged that a new telephony system was to be put in place before the end of July 2016. It was hoped that the new telephony system, coupled with the adopted Service Action Plan, would lead to improvements in this performance measure. To monitor the effectiveness of these measures, the Committee requested that it receive a progress update on the Contact Centre at its meeting on 8 November 2016.

Members recognised that the key to reducing the number of calls into the Contact Centre was to promote the benefits of channel shift. However, Members also appreciated that the current Council website was a barrier to channel shift and until it was faster and more user friendly there was little merit in actively promoting its benefits;

(e) improvements in the Development Management service area. Members commented that they were noticing improvements in the Development Management service and welcomed this trend. As a further positive, a Member also wished to record the excellent service provided by the Democratic Services team;

(f) performance measures that could be impacted by other partner organisations (for example the Citizens Advice Bureau). A Member questioned whether reference in relevant performance measures should be made to other organisations. In reply, officers confirmed that they would look into this outside of the meeting, but did warn against double entries of similar information;

(g) the importance of staff welfare. The Head of Paid Service shared Member concerns over staff welfare and the huge pressure that the organisation was currently under and emphasised how important he considered staff welfare to be. Related to this point, the Head of Paid Service was also concerned at the long term sickness absence performance measure and felt that it would be helpful to have a detailed look at the data underpinning this indicator.

It was then:

RESOLVED

1. That the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and exception reports be noted; and

2. That Members have reviewed the performance dashboards (as detailed in Section 5 of the presented agenda report) and have provided feedback as outlined in the minutes above.

*O&S(I) 10   DRAFT WORK PROGRAMME 2016/17

The Committee took the opportunity to express its views in relation to its 2016/17 Work Programme and proceeded to make the following comments:-

- In accordance with Minute O&S(I) 9 above, it was agreed that a Contact Centre Progress Update should be scheduled on to the Committee agenda for 8 November 2016 meeting;

- In light of the comments raised during this meeting, the Committee endorsed the proposal whereby an agenda item entitled: 'Overview of the Website Development' also be added to its agenda for 8 November 2016 meeting;

- Assuming that full Council (at its meeting on 28 June 2016) approved the Hub Committee recommendations in respect of undertaking an interim review of the Transformation Programme (Minute HC 07 refers), it was agreed that the draft terms of reference for this review would be presented to the next Committee meeting on 19 July 2016.

(The meeting terminated at 11.35 am)

Chairman

This page is intentionally left blank

PUBLIC FORUM PROCEDURES

(a) General

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

(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.

This page is intentionally left blank

WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the six months starting June 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 Edmonds - 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 meeting
SLT	**Annual Report of the Council**	SJ/Cllr Sanders		Council	12 July 2016
SLT	**T18 Budget Monitoring -** to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	12 July 2016
SLT	**Business case for Local Authority Controlled Company including decision re waste and recycling service provision**	SH & SJ/Cllr Sanders		Council	12 July 2016
SLT	**Devolution**	SJ/Cllr Sanders	External	Council	12 July 2016
SLT	**Business Development Opportunities – Riverside Commercial Development**	CB/Cllr Benson	Internal	Council	12 July 2016
Support Services	**Medium Term Financial Strategy 2017/18 to 2021/22**	LB/Cllr Edmonds	Internal	Council	20 September 2016
Customer First	**Homeless Strategy -**	IB/Cllr Samuel	Internal	Council	1 November 2016
Customer First	**Council Tax Reduction Scheme**	IB/Cllr Samuel	Internal	Council	1 November 2016
Support Services	**Revenue Budget Monitoring to Sept 2016 (six monthly position)**	LB/Cllr Edmonds	Internal	Hub Committee	1 November 2016
Support Services	**Capital Budget Monitoring to Sept 2016 (six monthly position)**	LB/Cllr Edmonds	Internal	Hub Committee	1 November 2016
Customer First	**Devon Home choice & Allocations Policy**	IB/Cllr Samuel	External	Council	20 September 2016
Customer First	**Housing Benefit Risk Based Verification Policy**	IB/Cllr Samuel	Internal	Council	28 Feb 2017

* 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   DA – Darren Arulvasagam – Group Manager Business Development
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

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

Date: **19 July 2016**

Title: **T18 Budget Monitoring report –**
                    To end of March 2016

Portfolio Area: **Cllr Philip Sanders**

Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny (Internal) Committee

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

Author: Steve Mullineaux   Role: Support Services Group
                                        Manager

          Lisa Buckle   Finance Community of Practice
                                        Lead (S151 Officer)

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

           lisa.buckle@swdevon.gov.uk (01803) 861413

RECOMMENDATION

**It is RECOMMENDED that the Committee notes the progress to date
on the T18 Transformation Programme.**

---

1.   Executive summary

1.1   In December 2014, the Council agreed to a revised business plan for the T18 Programme. Its aims are to deliver a new operating model in partnership with South Hams District Council which will ensure that both Councils can continue to deliver quality services for its customers and communities. An investment budget of £2.83 million was approved, to deliver annual recurring revenue savings of £1.64 million. The payback period for the Programme is 2.75 years.

1.2   The Transformation Programme has received the backing of Central Government and the Council was awarded £266,000 of Government funding towards the upfront investment costs.

1.3 *The table in Appendix A shows that the predicted final spend (£2.794 million) is £36,000 less than the budget of £2.83 million.* In the 2014/15 year, £1.994 million was spent of one-off investment costs. A further £609,973 has been spent in the period 1 April 2015 to 31st March 2016 as shown in Appendix A. *(Note - the last reported position to the Hub Committee was on 22 March 2016, where a £60,000 underspend against the budget was reported for the T18 Programme).*

1.4 There is a predicted overspend of £40,000 (6.5%) on ICT technology, implementation and project management costs, mainly due to project management costs. There are no other areas of concern to report to Members.

1.5 The budgeted salary savings to be delivered by the project were £160,000 in 2014/15, rising to £700,000 in 2015/16. The savings were achieved in 2014/15 and the Council has made the projected salary savings of £700,000 in 2015/16, with the exception of some short term transition costs. The Revenue Budget Monitoring report for 2015/16 referred to this and showed that there have been short term temporary transition (staffing and agency) costs, totalling £160,000. This is further explained in the Revenue Budget Monitoring report which was reported to the Hub Committee on 22nd March 2016.

1.6 By 2016/17, the salary savings realised will total £1.385 million. These are annual savings being delivered by the project.

2. Background
2.1 West Devon Borough Council and South Hams District Council have been shared service partners since 2007. As two of the very first Councils to share a Chief Executive, the Councils have been bold in challenging the traditional local government model and have always been at the forefront of radical change and innovation. Shared services (through sharing staff) has now yielded over £7.7 million in savings across the two Councils since 2007, with each Council generating ongoing savings of over £700,000 every year.

2.2 Having a successful track record of reducing costs through shared services whilst improving services, the two Councils approved a joint Transformation change programme in December 2013.

2.3 The Councils continue to face significant reductions in Central Government funding and the Transformation Programme will develop the financial resilience of the Councils and reduce the reliance on making annual budget reductions that inevitably impact on front line services.

2.4 The Councils are pioneering a new model for local government which is transferrable to other local authorities irrespective of the scale, acting as

a catalyst for extending shared services, without undermining each participating Councils' democratic sovereignty.

2.5 The Council will provide its services in an entirely new way by becoming more flexible and customer focused using the latest technology. Services will be redesigned around our customers and communities and as a consequence all departmental silos will be removed. This will involve re-engineering over 400 business processes and sharing all of our corporate services and information technology systems. The first phase of the programme (Support Services) went live in September 2014. The main phase of the programme went live in June 2015, with a smaller phase going live in April 2016.

2.6 At its heart, the transformation programme is one of cultural change. Peoples' lives are constantly changing and we must change with them. The radical transformation will be the most significant change in the way that the Councils work for more than 40 years. The Councils' non-manual workforce will be 30% smaller, with all staff roles changing to be flexible and responsive to the needs of the customer. Officers from different areas of the Councils will work within communities to improve the service for the customer and reduce the need for office accommodation.

2.7 The Transformation Programme is structured with a number of workstreams and progress on these is set out in Section 3.

3. Outcomes / Output

HR Workstream

3.1 The new Performance Management software system implemented to make sure that managers are regularly providing feedback to staff on how they are performing against both performance targets and the IMPACT behaviour framework, was rolled out to the first group of staff, mainly at Level 3, from May this year.

3.2 The Council continues to use the Assessment process developed during T18 to assess and appoint both internal and external candidates to any vacancies.

3.3 The Councils were nominated as finalists in the Municipal Journal Local Government Awards in the Transforming Through People category in recognition of work done to change organisational culture by assessing people against the IMPACT behaviours

Accommodation Workstream

3.4 There is nothing specific to update Members on for this workstream this quarter.

Finance Workstream

3.5 The table in Appendix A shows that the predicted final spend (£2.794 million) is £36,000 less than the budget of £2.83 million. In the 2014/15 year, £1.994 million was spent of one-off investment costs. A further £609,973 has been spent in the period 1 April 2015 to 31st March 2016 as shown in Appendix A. *(Note - the last reported position to the Hub Committee was on 22nd March 2016, where a £60,000 underspend against the budget was reported for the T18 Programme).*

3.6 There is a predicted overspend of £40,000 (6.5%) on ICT technology, implementation and project management costs, mainly due to project management costs. There are no other areas of concern to report to Members.

3.7 The budgeted salary savings to be delivered by the project were £160,000 in 2014/15, rising to £700,000 in 2015/16. The savings were achieved in 2014/15 and the Council has made the projected salary savings of £700,000 in 2015/16, with the exception of some short term transition costs. The Revenue Budget Monitoring report for 2015/16 referred to this and showed that there have been short term temporary transition (staffing and agency) costs, totalling £160,000. This is further explained in the Revenue Budget Monitoring report which was reported to the Hub Committee on 22nd March 2016.

3.8 By 2016/17, the salary savings realised will total £1.385 million. These are annual savings being delivered by the project.

ICT Workstream

3.9 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.

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

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

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

3.13 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.

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

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

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

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

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

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

3.20 The current status of the workstreams are as follows:

- T1, T3, T6, T7, T8, T9 are complete.
- T2 – Whilst the solution has been deployed, we are awaiting further functionality from Civica and target for completion is end of July 16.
- T4 – Civica deliverables will be completed by end of July, however the scope of this project has been expanded to include the website infrastructure and a revised project plan and deliverables are currently being produced.
- T5 – On target for completion by end of July. Contact centre telephony has now been installed and testing begins week commencing 4th July.
- T10 – This project is not Civica dependent and will be completed by September 16.

Civica
3.21 Weekly progress call is held between Managing Director of Civica Digital Solutions, the Head of Paid Service and the Group Manager Support Services. A joint Member session was held at the Woolwell Centre, where Civica's Managing Director, the Programme manager and a Civica Executive board member explained the reasons for the delays in the technology programme, reiterated Civica's commitment to the programme and took a series of questions from members.

Customer Workstream
3.22 The Customer Workstream relates to the engagement required with our customers to maximise the benefits of the future operating model. These benefits are both for the customer, in terms of improved customer service and greater access to on-line services and for the Authority through reduced costs.

3.23 The plan for how the Council interacts with its customers (the channel shift plan) is under development. This plan will help us target cheaper forms of contact such as 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.

3.24 Housing Benefit claim forms will be launched before the end of July.

4. Current issues and key risks

4.1 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. The recently approved transitional resources report will ensure that business as usual service is improved whilst technology and new processes are embedded.

4.2 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 Member for Resources is briefed fortnightly.
- A weekly review takes place with the project team.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Council has delegated to the Hub Committee to monitor the budget monitoring position of the Transformation Programme.
Financial	N	There are no financial implications arising directly from this report. The finances of the programme are set out in Section 3.5 to 3.8.
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	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.
Community Safety, Crime and Disorder	N	None
Health, Safety and Wellbeing	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.
Other implications	N	None

Supporting Information

Appendix A – Financial Summary

This page is intentionally left blank

Expenditure Category	2014-2015 T18 Actual Expenditure (A) (£)	2015-2016 T18 Actual Expenditure (B) (£)	Future financial years predicted expenditure (2016/2017 onwards) (C) (£)	Total Predicted Expenditure for the T18 Programme (Columns A to C) (£)	Comparison to the Total T18 Budget (One-off Investment costs) (£)	Notes
Revenue Expenditure						
ICT technology, implementation, workstream development and project management	298,586	336,466	21,000	656,052	**615,750**	Note 1
ICT workstation costs and infrastructure	111,373	35,255	-	146,628	**155,000**	Note 2
Training and Accommodation	36,055	32,896	-	68,951	**97,000**	Note 3
Implementation and design of the future operating model	143,875	750	-	144,625	**175,000**	Note 4
Redundancy and Pension Strain costs	1,311,698	77,856	89,400	1,478,954	**1,520,000**	Note 5
Contingency	0	95,000	80,000	175,000	**175,000**	Note 6
Capital Expenditure						
ICT Software	92,250	31,750	-	124,000	**92,250**	Note 7
TOTAL	**1,993,837**	**609,973**	**190,400**	**2,794,210**	**2,830,000**	

Summary - **Apart from a small amount of costs which will be paid out in future financial years, the majority of the T18 expenditure (one-off investment costs) has happened by the end of the financial year 2015-16. The table above shows that the predicted final spend (£2.794 million) is £36,000 less than the budget of £2.83 million.**

Note 1 - ICT technology, implementation, workstream development and project management costs – These are the contract payments to the IT supplier for delivering the IT system and project management costs. These are predicted to be slightly over budget by £40,000 (6.5%*), mainly due to project management costs.

Note 2 - ICT workstation costs and infrastructure – This is predicted to be slightly underspent by £8,000 as the majority of workstations and infrastructure have now been purchased.

Note 3 – Training and Accommodation – The original budget was set based on the training of all staff being provided by an external supplier. By looking at the systems that needed training on, an early decision was made to carry out more of the training in-house using a 'train the trainer' type approach rather than train all staff. The budget is forecast to be underspent by £28,000.

Note 4 - Implementation and design of the future operating model – The work with IESE has now been completed. This budget is expected to be underspent by £30,000.

Note 5 – Redundancy and Pension Strain costs – This was the area of the budget which was the most difficult to predict. However all phases within the Transformation Programme have now gone live so the Council now has certainty of these costs.

Note 6 – Contingency – The contingency budget is predicted to be fully utilised on transition costs of the Transformation Programme and redundancy and pension strain costs.

Note 7 – ICT Software – This is the software element of the contract payments to the IT supplier. This is treated as capital expenditure.

Overview and Scrutiny (Internal) Committee – 19 July 2016

Agenda Item 8(a): Task and Finish Group Updates: T18 Programme – Interim Review: Draft Terms of Reference: Agenda

At the Hub Committee meeting on 7 June 2016, the Committee made the following recommendation during consideration of the Transitional Resources report:

'That the Overview and Scrutiny (Internal) Committee be asked to undertake an interim review of the T18 Programme, with the Terms of Reference for this Review being agreed by the Executive Director (Strategy and Commissioning) in consultation with the Lead Member for Customer First and Lead Member for Economy.'

This recommendation was subsequently approved by the Special Council at its meeting on 28 June 2016 (Minute CM 21a (iii) refers).

The Head of Paid Service has since given consideration to this decision and has, following consultation with Cllrs Moody and Oxborough, suggested that the Terms of Reference for this Review should be along the lines of:-

"The Overview and Scrutiny (Internal) Committee is requested to undertake an interim review of the T18 programme. In undertaking the review, the Task and Finish Group is asked to focus on the:

- **timescales of the programme and the reasons for these;**

- **capacity during transition;**

- **leadership and continuity from 2104 until present;**

- **approach to project management; and**

- **impact on service delivery.**

The review should be conducted in a way that highlights what went well and what could have been done better, does not allocate blame but provides a report that is based on lessons learnt."

RECOMMENDATION

The Overview and Scrutiny (Internal) Committee is now asked to approve these broad Terms of Reference and to nominate Members to serve on this Task and Finish Group.

This page is intentionally left blank

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

Date: **19 July 2016**

Title: **MEMBER DEVELOPMENT STEERING GROUP –
                     PROGRESS UPDATE AND INDUCTION REVIEW**

Portfolio Area: **Strategy & Commissioning**

Wards Affected: **All**

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

Date next steps can be taken: **The Committee
(e.g. referral on of recommendation or   recommendations
implementation of substantive decision)   will be presented
                                                 to the Hub
                                                 Committee
                                                 meeting on 13
                                                 September 2016**

Author: **Darryl White (on
           behalf of the
           Member
           Development
           Steering Group)**

Contacts: Cllr Kevin Ball (Chairman of the Member Development
           Steering Group) **Cllr.kevin.ball@westdevon.gov.uk** and

           Darryl White (Senior Specialist – Democratic Services)
           darryl.white@swdevon.gov.uk

RECOMMENDATIONS:

That the Hub Committee be RECOMMENDED to:-

1.   **Note the progress made by the Steering Group to date;**

2.   **Approve the future Member Induction Programme (as attached
     at Appendix A), subject to delegated authority being granted to
     the Senior Specialist – Democratic Services, in consultation
     with the Member Development Steering Group and Group
     Leaders, to make any necessary minor amendments;**

> 3.   **approve the principle of a Member Learning and Development Plan, with responsibility for its content and monitoring being delegated to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group; and**
>
> 4.   **pursue the South West Charter Status for Member Development accreditation.**

1. Executive summary

1.1 The Member Development Steering Group has undertaken a detailed review into the May 2015 Member Induction Programme. As part of this review, the Group has canvassed all Members of the Council and has made a series of suggested revisions for inclusion in any future Induction Programme;

1.2 Since this piece of work has been completed, the Steering Group fully recognises that ongoing development of Members is a key element of the organisational development of the Council. Therefore, the Steering Group is now seeking to turn its attention to the creation of a Member Learning and Development Plan;

1.3 As a further corporate commitment to the importance of Member Development, this report is also seeking support to pursue the South West Charter Status for the Member Development accreditation.

2. Background

2.1 At Annual Council in May 2015, the Council established a Member Development Steering Group and appointed Cllrs Ball, Cheadle, Leech, Samuel and Yelland to serve on it. The Group itself subsequently appointed Cllr Ball as its Chairman;

2.2 The primary purpose of the Steering Group is to take a strategic lead on all matters relating to Member Learning and Development to ensure that they are meeting both individual Member and corporate needs;

2.3 Since its establishment, the Group has met on a number of occasions and has periodically updated the Overview and Scrutiny (Internal) Committee on its progress;

2.4 The Group has now reached a point where it is in a position to make a number of formal recommendations.
.

3. Member Development Steering Group Deliberations

3.1 **Member Induction Programme**

3.1.1   Immediately from the offset of the first Steering Group meeting, it was apparent that a number of Members (both returning and new) had concerns over elements of the most recent (May 2015) Member Induction Programme;

3.1.2   Whilst recognising that the timing of the Programme was unfortunate (e.g. it fell right in the middle of both the new Senior Leadership Team being established and Phase 1b of the Transformation Programme recruitment process), there were nonetheless felt to be a number of improvements that could be made for the future;

3.1.3   In light of the expressed concerns and, to enable all Members the opportunity to have their say in the induction process, a questionnaire was sent to all Members that asked the following questions:

-   Could you please give positive and negative experiences of the recent Member Induction process?
-   What training and development opportunities would you like to be delivered to help you:
    (a) Within your current role(s);
    (b) In any future challenges that you can foresee facing the Council?
-   Please give examples of the hard skills that you believe you have (e.g. IT and Finance);
-   Please give examples of the soft skills that you believe you have (e.g. management and communication skills); and
-   Are there any particular Council roles that you aspire to be appointed to in the future?

3.1.4   The results of this questionnaire were evaluated by the Steering Group and, coupled with consultation with the two Group Leaders, has resulted in a revised Member Induction Programme being created, which is as attached at Appendix A;

3.1.5   In recommending approval of the revised Programme, the Steering Group recognises that external factors (e.g. changing legislation) may require the content to be amended over time. As a consequence, delegated authority is requested to be granted to the Senior Specialist – Democratic Services, in consultation with the Steering Group and Group Leaders, to make any necessary minor amendments prior to the Programme taking place.

3.2 **Member Learning and Development Plan**

3.2.1 There is a recognition that in the demanding and fast changing environment of local government, Members more than ever before, have a responsibility to make sure that they get access to the ongoing training opportunities that they need to serve their constituents;

As a consequence, it has been proposed that a corporate Member Learning and Development Plan should be produced that:

- ensures that all Members have the opportunities to develop; and
- provides Members with the professional skills that they need to carry out their role as an elected representative.

3.2.2 Whilst the Council's current approach to Member Learning and Development is somewhat ad-hoc, the need for a corporate Plan to be adopted is recognised. It is therefore suggested that the next key work strand for the Steering Group should be the production of a corporate Member Learning and Development Plan.

3.3 **South West Charter Status for Member Development**

3.3.1 The South West Charter for Member Development has been developed by South West Councils, in partnership with the Local Government Association. The Charter is a recognised standard that supports Councils to adopt a structured approach to Member Development and Support and to build elected Member capacity;

3.3.2 The South West Charter for Member Development has four key principles:

- Commitment to Member Development;
- Strategic approach to Member Development;
- That learning and development is effective in building capacity; and
- Effective Member support.

3.3.3 If the Council decides to sign up to the Charter, then it will be demonstrating its commitment to supporting and developing its elected Members, in line with what is recognised as good practice;

3.3.4 With regard to the resource implications of pursuing this accreditation, these are considered to be minimal. The Devon and Somerset Shared Member Development Officer has already led a number of partner authorities through the steps to achieve the Charter accreditation and is well versed in the process. Furthermore, the criteria which needs to be demonstrated during the assessment process is already being undertaken and implemented through the Devon and Somerset partnership;

3.3.5 It is therefore recommended that it would be a worthwhile exercise for the Council to pursue the Charter accreditation.

4. Implications

Legal/Governance		There are no legal implications directly arising from this report. However, reference to the importance of Member training is frequent in the Council Constitution. For example, a Member needs to have undergone relevant Chairmanship training before they can Chair a Committee meeting and a Member must have received Planning and Licensing related training before they can serve on the Planning and Licensing Committee.
Financial		Whilst it is anticipated that most Member Learning and Development sessions will be conducted in-house, there is a Member Training budget of £5,000 per annum and the cost of the Learning and Development Plan will not exceed this budget.
Risk		The key risks arising from this report relate to the failure to provide adequate training, development and / or support to Members. The result of this key risk not being properly addressed could reduce the effectiveness of Members in their role and ultimately the democratic decision-making process, which is likely to harm the Council's relationship with its communities and the reputation of the Council and individual Members.
Comprehensive Impact Assessment Implications		
Equality and Diversity		There are no equality and diversity implications directly related to this report. However, it is important that both the Induction Programme and Learning and Development Plan include specific and adequate training on the Council's responsibilities in respect of equality and diversity.
Safeguarding		There are no safeguarding implications directly related to this report.
Community Safety, Crime and Disorder		There are no community safety or crime and disorder implications directly related to this report.
Health, Safety and Wellbeing		There are no health, safety and wellbeing implications directly related to this report.
Other implications		N/A

Supporting Information

Appendices:
A.   Draft future Member Induction Programme.

Background Papers:
The Council Constitution;
The Member Development Questionnaire; and
Copies of the Member Development Steering Group agendas and minutes.

FUTURE MEMBER INDUCTION PROGRAMMES

DATE	EVENT	LEAD OFFICER / MEMBER
PRE-ELECTION:	**Prospective Candidate Evening (during February, but advertised from December onwards)** (*NB. at this session, copies of the Induction Programme and key meeting dates following the election will be made available to attendees and published on the website. Also, Group Leaders should be asked to clarify their respective procedures for the formation of a political group at this session*). *Interested prospective candidates are encouraged to attend a future Council and/or Committee meeting before the election to increase their knowledge of the decision-making processes of the Council.* (Once the deadline for nominations has closed, copies of the Induction Programme will be sent to all prospective candidates, with the importance of attendance being stressed).	Democratic Services and Elections Specialists / Group Leaders
WEEK 1: **1st Thursday in May (2 May 2019** **1st Thursday / Friday in May (3 May 2019)**	**Election Polling Day** **Election Count** (*NB. officers in attendance at the count will have copies of the Induction Programme available to hand out to successful candidates.*)	

FUTURE MEMBER INDUCTION PROGRAMMES

DATE	EVENT	LEAD OFFICER / MEMBER
WEEK 2: **Tuesday – 12 noon to 5.00pm**	**Mandatory Drop in session (NB. this is a vital session!)** • Sign the Declaration of Acceptance of Office (*Note: Members will need to sign the Declaration before they can act in their capacity as an elected Member)*; • Through a series of workstations to issue: FAQ handbook / security pass / Travel Claim Forms / Member Profile form (including contact details) / opportunity to clarify details relating to the Induction Programme / Register of Interests form / Payroll forms / Business Card requests; establish bank account details; management structure; officer contact details; Council structure; introduce officer and/or Member Buddy; and a brief introduction to the Induction Programme • Media Workstation; • Issue IT device; brief user guide and handbook; and • Individual Photographs.	
Wednesday (am)	**Welcome and Introductions**	Executive Directors and the Leader of Council
	West Devon – Setting the Scene (to include introductions to the Senior Leadership Team and pertinent significant corporate issues (e.g. future challenges faced, Corporate Priorities and Our Plan) with there being an opportunity at each juncture for Member questions.)	Relevant SLT reps and the lead Hub Committee Members
	How the Council Works (to include: • Council structure, joint working arrangements (with South Hams District Council, Devon County Council, Local Enterprise Partnerships and Town and Parish Councils); governance arrangements (including decision making responsibilities), Meeting Procedures and Council	Monitoring Officer, S151 Officer Democratic Services Specialist and the Council Mayor

FUTURE MEMBER INDUCTION PROGRAMMES

DATE	EVENT	LEAD OFFICER / MEMBER
	Reports; • Overview and Scrutiny Committees; • Finance, Budget Setting and External Auditors; and • Code of Conduct.)	
Wednesday (pm)	**Introduction to the role of the Hub, O+S, Audit and Standards Committees** (to include: terms of reference of each Committee, lead Member roles and responsibilities, agenda setting etc)	Head of Paid Service, Monitoring Officer, S151 Officer and Democratic Services Specialist and the previous Chairmen of these Committees (if still Members)
	IT Drop-in Session	IT Specialist
Friday (am)	**The Planning Process (Part 1) (NB: newly elected and returning Members will have to attend these sessions before they can take part in the planning decision-making process)** (to include: • Setting decisions in a policy context – the National Planning Policy Framework, Our Plan and Neighbourhood Plans.)	Place and Strategy, Development Management, Strategic Planning and Legal Specialists and Chairman of P+L and Lead Hub Committee Member for Strategic Planning
Friday (pm)	**The Planning Process (Part 2)** (to include: • What is 'development' and what applications do we receive? • What is meant by pre-application? • Material Planning Considerations; • The role of the Ward Member and the role and workings of the Planning and Licensing Committee (incl. Site Inspections and Licensing Sub-Committees);	Development Management, Licensing, Legal and Democratic Services Specialists and Chairman of P+L and Lead Hub Committee Member for Development Management

FUTURE MEMBER INDUCTION PROGRAMMES

DATE	EVENT	LEAD OFFICER / MEMBER
	• The appeal process and awards of costs; and • Tree Preservation Orders.	
WEEK 3:		
Monday am	*(NB: Publication and Circulation to Members of the Annual Council Summons)* **Media Skills** **Council Procedure Rules Training followed by a Mock Council Meeting**	Democratic Services Specialist Media Specialist Monitoring Officer and Democratic Services Specialist and Mayor
Monday pm	**Safeguarding, Equality and Diversity, Freedom of Information and Data Protection**	Legal Specialist and Safeguarding Officer(s)
Tuesday am	**Planning and Licensing Committee Mock Meeting** (*NB. to include Licensing and TPO mock applications, Committee processes and procedures. This session will be targeted toward all appointed P+L Committee Members and Subs, but all Members are encouraged to attend this event.*)	DM COP Lead, Licensing Specialist, Landscape Specialist, Legal and Democratic Services Specialists
Tuesday pm	**Chairing Skills** *(NOTE: it is a constitutional requirement for Chairmen of Committees to be required to have relevant experience (as determined by the Head of Paid Service) or undergo relevant Chairmanship training before they Chair a Committee meeting)*	Trainer (either internal or external) and an experienced previous Committee Chairman

FUTURE MEMBER INDUCTION PROGRAMMES

DATE	EVENT	LEAD OFFICER / MEMBER
WEEK 4: **Tuesday:** **9.00 am – 9.45 am**	**Mayors Briefing** (*NB. the Briefing Notes will be sent to all Members for information purposes*)	Democratic Services Specialist
9.45 am – 10.45 am	**Group Meetings**	
11.00 am	**ANNUAL COUNCIL MEETING** (*NB. this is the meeting during which appointments to Council Bodies will be considered*)	Democratic Services Specialist
On the rising of Annual Council	**Member Group Photo (followed by Council lunch)**	Design Specialist
WEEK 5: **Tuesday:** **10.00 am**	**P+L COMMITTEE MEETING**	
On the rising of the meeting	**P+L Committee – Wash Up and Review**	
Wednesday am	**WD Hub and SH Executive Joint Member Session**	
Wednesday pm	**WD and SH All Member Session**	

FUTURE MEMBER INDUCTION PROGRAMMES

DATE	EVENT	LEAD OFFICER / MEMBER
WEEK 6: **Monday am** **Tuesday:** **9.30am – 11.30am** **11.30am** **2.00 pm**	 **Community Leadership** **Overview and Scrutiny Training and Draft Work Programmes** (NB. all Members are encouraged to attend this session) **OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE MEETING** **OVERVIEW AND SCRUTINY (EXTERNAL) COMMITTEE MEETING**	

Further Notes (based upon questionnaire findings and Steering Group Member comments):

- To enable prospective candidates as much notice as possible, this programme will be endorsed by the Steering Group early in an election year to have made available and published on the Council website before the end of January. A copy will also be included in the nomination pack that is sent out to prospective candidates to ensure they can arrange their diaries accordingly;
- A Member and Officer 'Buddy' will be offered to all new Members. Member Buddies will be appointed on a geography and/or relationships basis to ensure that new Members are able to hit the ground running as quickly as possible;
- Certain induction sessions will be tailored solely for new Members. Whilst returning Members will have the opportunity to attend these sessions if they so wish, they will be geared towards new Members;
- Those Hub Committee Members who remain as Councillors following the elections will take a lead on subject matters within their portfolio area;
- Sessions will be scheduled to enable sufficient time for Member questions to be asked and will be designed to be more interactive than simply officers presenting and talking to Members;
- All Members and officers should be encouraged to wear their name badges particularly throughout the induction process;
- The expectations of a session must be clearly laid out in advance. In particular, sessions (and presenters) should finish on time and guidelines should be produced outlining the framework of expectations;

FUTURE MEMBER INDUCTION PROGRAMMES

- The initial drop-in sessions would see a number of 'workstations' laid out with an officer and/or experienced Member assigned to each workstation to help (particularly new) Members;
- In terms of professionalism, officers should also be advised that they should prepare their presentations in advance and not give the perception that it was being made up 'on the hoof' and
- Finally, this programme has been developed to equip Members with the tools to undertake their role. Whilst every Member is encouraged to attend these sessions, newly elected Members are expected to attend. If Members are unable to attend any of these, please let Member Services know via the following email address: member.services@swdevon.gov.uk

This page is intentionally left blank

West Devon
Borough
Council

OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE – DECISIONS LOG

Meeting Date	Report Title and Minute Ref.	Decision / Action	Officer / Member	Officer comments
14 June 2016	Committee Terms of Reference **O&S(I) 5**	A Member requested that the formatting and layout of the Constitution be revisited to ensure that it was presented in a more reader friendly manner.	Catherine Bowen	
14 June 2016	Performance Measures **O&S(I) 9**	Whilst the Dashboard was a relatively new concept that would evolve, it was agreed that the lead Hub Committee Member should work with officers to ensure that the performance information was up to date, accurate and relevant.	Darren Arulvasagam / Jim Davis / Cllr Edmonds	This is work in progress. Officers will work with Members to ensure this is completed over the next quarter.
14 June 2016	Performance Measures **O&S(I) 9**	To monitor the effectiveness of the new telephony system and the action plan for the Contact Centre, the Committee requested that it receive a progress update on the Contact Centre at its meeting on 8 November 2016.	Anita Ley	Future work programme updated accordingly
14 June 2016	Performance Measures **O&S(I) 9**	The view was expressed that it may be opportune for a twelve month review to be undertaken into the work of the Performance Measures T+F Group to ensure that the quarterly reports were still focusing upon the indicators of most interest and relevance to Members.	Darren Arulvasagam / Jim Davis	This is work in progress. Officers will work up a recommendation for approval by the lead Hub Committee Member in order for this to be presented for approval by the O&S committee this Autumn.
14 June 2016	Performance Measures	1. Members commented that they were noticing improvements in	Pat Whymer / Drew Powell	

	O&S(I) 9	the Development Management Service and welcomed this trend; 2. A Member also wished to record the excellent service provided by the Democratic Services team.	Darryl White	
14 June 2016	Performance Measures O&S(I) 9	A Member questioned whether reference in relevant performance measures should be made to other organisations (e.g. Citizens Advice Bureau). In reply, officers confirmed that they would look into this outside of the meeting, but did warn against double entries of similar information.	Darren Arulvasagam / Jim Davis	This will be considered as part of the 12 month review and ongoing work to ensure relevance and accuracy.
14 June 2016	Performance Measures O&S(I) 9	Related to this point, the Head of Paid Service was also concerned at the long term sickness absence performance measure and felt that it would be helpful to have a detailed look at the data underpinning this indicator.	Steve Jorden / Andy Wilson	
14 June 2016	Draft Work Programme O&S(I) 10	In light of the comments raised during the meeting, the Committee endorsed the proposal whereby an agenda item entitled: 'Overview of the Website Development' also be added to its agenda for 8 November 2016 meeting.	Steve Mullineaux	Future work programme updated accordingly.
14 June 2016	Draft Work Programme O&S(I) 10	Assuming that full Council (at its meeting on 28 June 2016) approved the Hub Committee recommendations in respect of undertaking an interim review of the Transformation Programme (Minute HC 07 refers), it was agreed that the draft terms of reference for this review would be presented to the next Committee meeting on 19 July 2016.	Steve Jorden	Council approved this recommendation and the future work programme has been updated accordingly.

OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2016-17

Date of Meeting	Report	Lead Officer
6 September 2016	Hub Committee Forward Plan	Kathy Trant
	T18 Programme Monitoring	SLT
	Task and Finish Group Updates (if any)	
	Quarterly Performance Measures	Jim Davis
	Locality Model Review	Nadine Trout
	DM Peer Review Findings and Action Plan	Drew Powell
	Draft O+S Annual Report	Darryl White
8 November 2016	Hub Committee Forward Plan	Kathy Trant
	T18 Programme Monitoring	SLT
	Overview of the Website Development	Steve Mullineaux
	Task and Finish Group Updates (if any)	
	Contact Centre: Progress Update	Anita Ley
17 January 2017	Joint O+S Draft Budget 2016/17 Consultation	Lisa Buckle
18 April 2017	Hub Committee Forward Plan	Kathy Trant
	T18 Programme Monitoring	SLT
	Task and Finish Group Updates (if any)	
	Draft O+S Annual Report	Darryl White

Other Items:
Our Plan: Progress Against the Delivery Plan (Ross Kennerley); and
Ombudsman Update and Annual Review Letter (Catherine Bowen).

This page is intentionally left blank