

# West Devon Overview & Scrutiny (Internal) Committee



West Devon  
Borough  
Council

<b>Title:</b>	<b>Agenda</b>										
<b>Date:</b>	<b>Tuesday, 14th June, 2016</b>										
<b>Time:</b>	<b>10.00 am</b>										
<b>Venue:</b>	<b>Meeting Room 3 - Kilworthy Park</b>										
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Musgrave <b>Vice Chairman</b> Yelland</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cann</td> <td>McInnes</td> </tr> <tr> <td>Davies</td> <td>Mott</td> </tr> <tr> <td>Evans</td> <td>Moyse</td> </tr> <tr> <td>Cllr J Hockridge</td> <td>Ridgers</td> </tr> <tr> <td>Kimber</td> <td></td> </tr> </table>	Cann	McInnes	Davies	Mott	Evans	Moyse	Cllr J Hockridge	Ridgers	Kimber	
Cann	McInnes										
Davies	Mott										
Evans	Moyse										
Cllr J Hockridge	Ridgers										
Kimber											
<b>Substitutes:</b>	Councillors:										
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.										
<b>Committee administrator:</b>	Member.Services@swdevon.gov.uk										

**1. Apologies for absence**

**2. Confirmation of Minutes**

**1 - 8**

Meeting held on 8 March 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

**5. Committee Terms of Reference**

**9 - 12**

**6. Public Forum**

**13 - 14**

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

**7. Hub Committee Forward Plan**

**15 - 18**

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, 9 June 2016** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

**8. Case Management Presentation**

Presentation on Case Management function from Case Management Manager

**9. Performance Measures**

**19 - 30**

Report of Specialist – Performance and Intelligence

**10. Draft Annual Work Programme 2016/17**

**31 - 32**

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

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# Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **8<sup>th</sup>** day of **MARCH 2016** at **2.00pm**.

**Present:**

Cllr C R Musgrave – Chairman  
Cllr J Yelland – Vice-Chairman  
Cllr M Davies                      Cllr C Edmonds  
Cllr J Evans                        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  
Specialist Manager  
Development Management Community Of  
Practice Lead  
Contact Centre Manager  
Senior Specialist – Democratic Services  
Specialist – Performance and Intelligence

**Also in Attendance:**

Cllrs M J R Benson, W G Cann OBE, D W  
Cloke, A F Leech, J B Moody, G Parker, T G  
Pearce, R F D Sampson and B Stephens

**\*O&S(I) 41 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs L J G Hockridge, J R McInnes and D K A Sellis.

Whilst not a Committee Member, Cllr K Ball had also submitted his apologies to this meeting in his capacity as the Chairman of the Member Development Steering Group (Minute O&S(I) 50 below refers).

**\*O&S(I) 42 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) 43 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) 44 PUBLIC FORUM**

It was noted that officers had received notice from a member of the public requesting that a question be raised at this meeting in relation to financial and budgetary decisions made by the Police and Crime Commissioner.

Having considered this request, both the Monitoring Officer and Chairman had ruled that the question did not comply with the Forum Procedure Rules since it was 'not about a matter for which the local authority had a responsibility.'

**\*O&S(I) 45 HUB COMMITTEE FORWARD PLAN**

The most recent (published 3 March 2016) Hub Committee Forward Plan was presented for consideration.

In discussion, reference was made to:-

- (a) Income generation opportunities. The Head of Paid Service informed that this report would be a part 2 agenda item and would seek to recommend that Council agree the principles relating to income generation and business development;
- (b) the Homeless Strategy. The Committee was advised that there was now a need to consider a number of different approaches to Homelessness which was likely to necessitate a further delay in consideration of this agenda item;
- (c) Hub Committee meetings. As a general point, the Chairman stated that there was a recognition that all Overview and Scrutiny Committee Members needed to keep abreast of Hub Committee agendas and minutes. In addition, the Chairman reminded those present that all Overview and Scrutiny Committee Members were able to attend and take part in the debate at Hub Committee meetings;
- (d) Committee workloads. When viewing the Forward Plan, Members questioned the apparent disparity in workload between the Overview and Scrutiny (Internal) and (External) Committees. In response, the Head of Paid Service confirmed that future versions of the Forward Plan were likely to see this imbalance addressed.

**\*O&S(I) 46 T18 ICT PROGRESS UPDATE**

A report was considered that provided Members with an overview of the ICT elements of the T18 Programme. In particular, the report covered the following key areas:-

- Background of ICT projects;
- Civica relationship and performance;
- Current ICT project plan; and
- Current issues and key risks.

In discussion, the following points were raised:-

- (a) In recognising the need to upgrade the contact centre telephony system, officers confirmed that this was likely to be in place during the

summer months. Whilst the new system would help the contact centre, it was also recognised that, in order to make a significant difference, the overriding need was to reduce the number of calls coming into the Council by promoting channel shift. Specifically on the subject of channel shift, a Member highlighted the need to improve both the speed and responsiveness of the Council website. Whilst technically outside of the Programme, it was confirmed that officers were looking at improving the performance of the website;

- (b) A Member questioned the state of the current relationship between the Council and Civica. In reply, officers informed that the relationship was positive and the Council was seen as a very important customer by Civica. Senior Civica representatives were aware of the importance to their organisation of making the Programme work and weekly meetings continued to be held with senior Council officers;
- (c) Some Members were of the view that, when considering the launch had been light touch to date, it was commendable that over 1,800 online accounts had already been requested by customers;

In conclusion, a number of Members felt that the report was very encouraging and reassuring.

It was then:

### **RESOLVED**

That the progress to date on the T18 ICT Transformation Programme be noted.

#### **\*O&S(I) 47 DEVELOPMENT MANAGEMENT SERVICE UPDATE**

The Committee considered a report that outlined the measures that were being implemented, and were planned, to secure a sustainable improvement in performance in delivering Development Management.

In discussion, reference was made to:-

- (a) letters of representation. Some concern was expressed that letters of representation were not available on the new planning portal once the decision notice had been published. In response, officers informed that they were aware of the issue and steps were being taken to find a resolution. However, the point was also made that the Planning Advisory Service was adamant that such details should be removed from the portal once a decision had been made;
- (b) pressures on the service. Officers were grateful for, and reinforced the importance of, maintaining the support of Members. The two key pressures that the service continued to face were the backlog of

applications and the capability of the Council website. It was noted that this was reflected in the main sources of customer complaints. Whilst the backlog was reducing and the website had seen recent improvements, it was recognised that there was still work to be done in the service;

- (c) presenting to the Planning and Licensing Committee. A Member stressed the importance of new officers being briefed on how to present their applications to meetings of the Planning and Licensing Committee;
- (d) staffing. At the time of this meeting, the Panel was advised that there were four agency planners being employed by the service and there remained three planning case manager vacancies. In reply to a further question, officers confirmed that the service was operating within the budget provisions approved by Members;
- (e) the upcoming peer review. When informed of the pending review, the Committee requested that the findings and (if necessary) an Improvement Plan be reported to its first meeting in the 2016/17 Municipal Year.

It was then:

#### **RESOLVED**

1. That the measures that are being implemented to improve performance within Development Management (as outlined at paragraph 4 of the presented agenda report presented to Members) be noted; and
2. That the findings and (if necessary) an Improvement Plan be reported to the first Committee meeting in the 2016/17 Municipal Year.

#### **\*O&S(I) 48 CONTACT CENTRE UPDATE**

Members were presented with their latest update report on the Contact Centre. In addition to the update, a service action plan had been produced and was appended to the report. Furthermore, the report also took the opportunity to update Members as to the latest performance trends.

In presenting the report, the Contact Centre Manager highlighted that:-

- staff were still working simultaneously on two different systems, which was not helping service performance. Nonetheless, it was noted that the performance figures for February 2016 were showing signs of improvement;



- the month of March would see a significant increase in calls as a result of annual Council Tax billing; and
- the last two vacant posts in the Contact Centre had now been filled.

In discussion, reference was made to:-

- (a) an acceptable standard call answer time. Officers confirmed that an 80% target for calls being answered within 7 minutes was a realistic aim. In reply to some Member concerns, it was noted that to achieve a target of anywhere close to 100%, there would be a need to double the number of staff employed in the Contact Centre, which would in effect lead to inefficient working practices;
- (b) the decrease in customer footfall at Kilworthy. A Member expressed his surprise that footfall had decreased and it was his perception that Kilworthy was constantly busy with customers. In reply, the lead Hub Committee Member emphasised the different costs of transactions with the Council and highlighted the consequent importance of channel shift and, as part of his role, he was championing this initiative;
- (c) website security. A Member commented that, to encourage customers to make payments via the Council website, there was a need for increased communications to be undertaken by the Council to assure residents that they could have confidence in using the facility;
- (d) responding to customers. A Member stated that he received a number of complaints from local residents who had been promised a response to an issue from an officer which had failed to materialise. In reply, the Head of Paid Service advised that this was an organisational issue which was being addressed and asked that Members let him know as and when any such examples arise.

It was then:

### **RESOLVED**

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

### **\*O&S(I) 49 PERFORMANCE MEASURES**

A report was considered that presented the performance measures for Quarter 3. The report highlighted that Quarter 3 indicators had tended to show a general improvement on both the Balanced Scorecard and the background report. Furthermore, the 'deep dive' report illustrated that

there were issues currently with benefits processing. However, the report acknowledged that some of these issues were outside the control of the service.

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 report be noted; and
2. That the data and analysis provided within the 'Deep Dive' report – Benefits Processing be noted.

### **\*O&S(I) 50 MEMBER DEVELOPMENT STEERING GROUP PROGRESS UPDATE**

The Committee Vice-Chairman provided a progress update on the work of the Member Development Steering Group. In so doing, she raised the following points:-

- The Group had last met on 26 January 2016 and had specifically considered the findings of the Member questionnaire;
- With regard to future Induction programmes, the Group had already formed the view that planning related training should be held over the course of one day. It was envisaged that the format of this day would be that a session relating to forward planning issues would be held in the morning, with a Development Management tailored session then being held in the afternoon. In addition, the Group had also endorsed the suggestion for a Planning and Licensing Committee tailored session to be held before the first Committee meeting proper;
- The Group had also made a series of other recommendations relating to the Induction and would be considering these in more detail at its next meeting on Monday, 14 March 2016;
- Once the Working Group had 'signed off' the Induction Programme, it would be then turning its attention to the corporate Member Learning and Development Programme;
- As a reminder, the Working Group Members were here to support fellow Members in bringing forward any potential learning and development needs.

In the ensuing discussion, a number of Members expressed their support for the format of the proposed planning related sessions and the mock Planning and Licensing Committee.

The Committee concluded by thanking the Steering Group for its excellent work in this regard.

### **\*O&S(I) 51 DRAFT WORK PROGRAMME 2016/17 – INITIAL THOUGHTS**

The Committee took the opportunity to express some initial thoughts relating to its 2016/17 Work Programme and proceeded to make the following comments:-

- A review into the Locality Model was requested to be scheduled for a Committee meeting early in the 2016/17 Municipal Year;
- Specifically in respect of the matrix management aspect of the Transformation Programme, a Member felt that it would be opportune to review the effectiveness of communication across the operating model as part of a future T18 Monitoring report; and
- Some Members made the point that it was difficult for both Overview and Scrutiny Committees to effectively monitor and add value to the work of the Hub Committee when considering that their Committees met nowhere near as frequently. In reply, the point was acknowledged and officers advised that the Calendar of Meetings for 2016/17 would be drafted on the basis of attempting to keep the impact to a minimum.

(The meeting terminated at 3.50 pm)

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Chairman

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## Overview and Scrutiny Committees: Terms of Reference

Please refer to the Overview & Scrutiny Procedure Rules in Part 4 of the Constitution for details on composition, membership, eligibility, powers and duties.

### 1. General Role

1.1. The Council will appoint two Overview & Scrutiny Committees with the following functions. Each Overview & Scrutiny Committee will:

- 1.1.1. review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- 1.1.2. make reports and/or evidence based recommendations to the Council and any committee or joint committee in connection with the discharge of any functions;
- 1.1.3. consider any matter affecting the area or its inhabitants;
- 1.1.4. make reports and/or evidence based recommendations to the Council and/or its Committees and/or any joint committee on matters which affect the Council's area or the inhabitants of that area; and
- 1.1.5. exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Hub Committee.

### 2. Specific functions

Each Overview and Scrutiny Committee may (within its own thematic area):

#### 2.1. Policy development and review

- (i) review existing policy and recommend changes to such policy or the creation of new policy;
- (ii) assist the Council in the development of its **Budget and Policy Framework** by in-depth analysis of policy issues;
- (iii) conduct research, involve the community and carry out other consultation in the analysis of policy issues and possible options;
- (iv) consider and implement ways to encourage and enhance community participation in the development of policy options;

- (v) question members of committees and senior officers about their views on issues and proposals affecting the area; and
- (vi) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

In so doing, Overview and Scrutiny Committees will be able to:

- (a) Select significant issues to investigate, which are both strategic and linked to the Council's Corporate Priorities;
- (b) Undertake pre-investigation project planning: drawing up terms of reference, plan for research methods to be used, timescales, officer support and reporting mechanisms;
- (c) Involve partners, the public and outside experts: this can take the form of presenting orally or in writing evidence around the topic under investigation;
- (d) Report findings and make evidence based recommendations to the appropriate Committee;
- (e) Follow up on action agreed to ensure that Overview and Scrutiny Committee decisions have been implemented.

The focus of a policy development and review exercise could be on:

- Whether the intended policy outcomes have been achieved;
- Whether services have been taken up by the intended client group;
- Processes used in service delivery;
- Assessing whether service provision is addressing the needs of the community;
- How satisfied customers are with current service provision;
- Whether resources are allocated effectively for the service.

The policy development and review function could be discharged in a number of ways including:

- Meetings of the relevant whole Overview and Scrutiny Committee;
- Task and Finish Review Groups comprised of a selection of Overview and Scrutiny Committee Members, as well as potentially other co-opted Member (e.g. external experts), members of the community and the relevant lead Hub Committee Member.

## **2.2. Scrutiny**

- (i) hold the Hub Committee Members to account;
- (ii) review and scrutinise the performance of committees and Council officers and decisions made both in relation to individual decisions and over time;
- (ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) question members of committees and senior officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects when necessary;
- (iv) exercise the right to call-in, for re-consideration, decisions made but not yet implemented by any committee, where appropriate;
- (v) make evidence based recommendations to the appropriate committee and/or Council arising from the outcome of the scrutiny process;
- (vi) review and scrutinise, with or without others, the performance and activities of other public bodies in the area on any relevant, general or specific issue;
- (vii) question and gather evidence from any person (with their consent) when necessary; and
- (viii) exercise overall responsibility for the work programme of the officers employed to support their work.

## **2.3. Partnership arrangements**

The Overview and Scrutiny Committees shall be responsible for the monitoring of partnership arrangements in accordance with the Council's Partnership Policy.

## **2.4. Joint Working**

Subject to the agreement of both respective Chairmen, the Overview and Scrutiny Committees shall have the ability to establish joint task and finish groups with South Hams District Council Members to consider (any) cross-cutting issues that are of significant interest or concern to both councils.

## **2.5. Finance**

The Overview and Scrutiny Committees shall exercise overall responsibility for the finances made available to them.

## 2.6. Annual report

The Overview and Scrutiny Committees shall report annually to Council on its workings and make evidence based recommendations for future work programmes and amended working methods if appropriate.

### 3. Broad Thematic Area of each Overview & Scrutiny Committee

<b>Overview &amp; Scrutiny Committee</b>	<b>Thematic Area:</b>
<b>Internal</b>	To consider and scrutinise how the Council is performing as an organisation (e.g. performance, culture, internal policies and organisation strategies (including T18)).
<b>External</b>	To consider and focus on the impact the Council and its partners are making on our customers and communities (e.g. the Health and Wellbeing agenda and Community Safety).

### Proceedings of Overview and Scrutiny Committees

The Overview and Scrutiny Committees will conduct their proceedings in accordance with the [Overview and Scrutiny Procedure Rules](#) set out in Part 4 of this Constitution.



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

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

An issue may be rejected by the Monitoring Officer if:

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

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## 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](http://www.westdevon.gov.uk))

**Members of the public are welcome to attend all meetings of the Hub Committee, which are normally held at Kilworthy Park, Tavistock, and normally start at 2.00 pm.**

**If advance notice has been given, questions can be put to the Hub Committee at the beginning of the meeting.**

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

*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](mailto: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
Support Services	<b>Tavistock Business Improvement District (BID)</b>	LB/Cllr Cann	External	Hub Committee	7 June 2016
Commercial Services	<b>Update on Future of Garden Waste Services</b>	JS/Cllr Sampson	Internal	Council	7 June 2016
SLT	<b>Annual Report of the Council</b>	SJ/Cllr Sanders		Council	12 July 2016
SLT	<b>T18 Budget Monitoring</b> - to update Members on the financial position of the T18 Programme	SM/Cllr Sanders	Internal	Hub Committee	12 July 2016
Customer First	<b>Case Management Review of Transition Resources</b>	SJ/Cllr Sanders	Internal	Council	7 June 2016
SLT	<b>Business case for Local Authority Controlled Company</b>	SH & SJ/Cllr Sanders		Council	12 July 2016
Support Services	<b>Write Off Report (Q4 2015/16)</b> - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Samuel	Internal	Hub Committee	7 June 2016
Support Services	<b>Medium Term Financial Strategy 2017/18 to 2021/22</b>	LB/Cllr Edmonds	Internal	Council	20 September 2016
Customer First	<b>Homeless Strategy -</b>	IB/Cllr Samuel	Internal	Council	20 September 2016
Customer First	<b>Council Tax Reduction Scheme</b>	IB/Cllr Samuel	Internal	Council	20 September 2016
Customer First	<b>Devon Home choice &amp; Allocations Policy</b>	IB/Cllr Samuel	External	Council	20 September 2016
Customer First	<b>Housing Benefit Risk Based Verification Policy</b>	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 Jordan – Executive Director Strategy and Commissioning and Head of Paid Service

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

LB – Lisa Buckle – Finance COP Lead and s151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

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

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team



**West Devon  
Borough  
Council**



## Performance Report

**Report to:** Overview and Scrutiny Internal

**Date:** 14<sup>th</sup> June 2016

**Title:** Q4 2015/16 Performance Report

**Portfolio Area:** Resources and Performance

**Author:** Jim Davis, Specialist - Performance & Intelligence

**Presented by:** Cllr Chris Edmonds

### **Recommendations:**

1. 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. Members review the performance dashboards (as detailed in section 5.0) and provide feedback to the Performance & Intelligence Team

## Performance Report

### Executive summary

- 1.1. Performance measures for Quarter 4 have stayed relatively consistent with the rest of the year.
- 1.2. Q4 performance was below target for Average call answer time and the ratio of calls to web submissions for T18 processes. More detail about these measures can be found in the exception report (Appendix B).
- 1.3. It should be noted that whilst average call answer time is below target, Q4 performance was ahead of the YTD average.
- 1.4. Planning determination performance in Q4 was also above target for all types of applications.

### 2. Background

- 2.1. The current set of indicators came from a review of all Performance measures which was undertaken by a Task & Finish Group. The format has changed to allow better viewing in black & white and to include target information to provide context.
- 2.2. The Council's new workflow system (W2) will enable Members to access live information on current service levels and volumetric data, via a web based performance dashboard. This will be rolled out as more processes are pushed into W2.
- 2.3. Members should note that when dashboards have been rolled out, the balanced scorecard (Appendix A) will continue to be produced on a quarterly basis as this shows performance against targets. Dashboards give Members access to live data but this will not show how this performance relates to targets.

### 3. Outcomes/outputs

- 3.1. **Appendix A** is the balanced scorecard – this contains the high level targeted performance information.
- 3.2. **Appendix B** is an information and exception report. This contains the data only performance information for context and the detail of the targeted measures which have fallen below target in the quarter being reviewed.
- 3.3. **Appendix C** contains the description of the targets chosen for the Balanced Scorecard
- 3.4. Preliminary dashboards are now built and will be iteratively improved based on feedback, in terms of usefulness and complexity, providing Members, Managers and the Senior Leadership Team with useful live information.
- 3.5. Dashboards are accessed via a web-link and users can have access to more than one dashboard. The dashboard queries our live database, returning 6-9 graphs or tables that users can “drill-down” into for further analysis.



## Performance Report

3.6. Dashboards are viewable on the Council’s network currently and on Member iPads if downloaded as a PDF. IT are looking at how to improve functionality and ease of use for members.

### 4. Options available and consideration of risk

4.1. Dashboards can be tailored by type, interest or area. However, increased personalisation for Members will take more time to implement and the benefit will need to be balanced against other tasks that the Performance & Intelligence Team will be engaged with.

### 5. Proposed Way Forward

- 5.1. In relation to performance, new online benefits software and its integration with W2, will transform the way new benefit claims are dealt with and should add significant capability to deal with new claims. This will come on stream towards the end of Q1 and should have a very positive effect on the current processing time.
- 5.2. Another report is being prepared in relation to staffing and resources which will help address strain on services. Changes as described in the exception report are being implemented to address below target performance.
- 5.3. The first dashboards are being made available for managers & team leaders to manage their areas and for Members to view.
- 5.4. Feedback from Members is encouraged to improve dashboard usability and usefulness to aid Members fulfil their scrutiny role.
- 5.5. Two drop-in familiarisation sessions will be held for Members on the 14<sup>th</sup> June and the 20<sup>th</sup> June PM for training and feedback. Details of these will be shared in the Members bulletin.

### 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	Whilst there are no longer statutory performance measures, some measures are still reported nationally. We collect these in the same format as required to improve consistency. Other measures aim to improve efficiency & understand workload.
Financial	N	There are no direct financial implications of the contents of the report
Risk	Y	Poor performance has a risk to the Council’s reputation and delivery to our residents. These proposals should give the Scrutiny Committee the ability to address performance issues and develop robust responses to variation in delivery

## Performance Report

<b>Comprehensive Impact Assessment Implications</b>		
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 – Explanation of targets

#### **Background Papers:**

None

#### **Approval and clearance of report**

None

# Corporate Balanced Scorecard

## Community/Customer

Q3	Q4	
		Overall waste recycling rate %
		Residual waste per household
		CST: Average Call Answer Time
		CST: % of enquiries resolved at first point of contact

## Processes

Q3	Q4	% of planning applications determined within time frame
		Major(Statutory):
		Minor:
		Other

## T18 Programme

Q3	Q4	
		T18: Programme timescales on track
		T18: Performance vs. Budget
		T18: No. of Processes live
		T18: Ratio call/web submissions

Q3	Q4	
		Average End to End time Benefits New Claims
		Average End to End time Benefits Change of circumstances

## Performance

Q3	Q4	
No data		<i><b>EH:</b> % of nuisance complaints resolved at informal stage Moved to W2 at end of Qtr 3. Data available from next Qtr</i>
		Average days short term sickness/FTE
		Complaint response speed

## Key

	Below target performance
	Narrowly off target, be aware
	On or above target

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# Information Report



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

Performance Indicator & Description	Managed By	Q4 14/15	2014/15	Q4 2015/16			15/16	Comment (If Applicable)
			YTD or Total		Total	Avg Time	YTD	
<p><b>Planning Enforcement</b></p> <p>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</p>	Pat Whymer	151	-	200 Outstanding Cases			-	The fix required from Civica was delayed due to testing failures and wasn't installed in Qtr 4. The process is now live in Workflow360 and partial data will be reported next qtr to O&S. Live data will be made available in the dashboards later this month
<p><b>All: Complaints received</b></p> <p>Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p>		Total	YTD 14/15		Total	Avg Time	YTD	<p>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.</p> <p>Avg time to respond will be available when the complaints process moves into W2 (Workflow360)</p> <p>Complaint numbers remain broadly similar to previous years</p> <p>Ombudsman Complaints: There was only one ombudsman complaint received during the quarter and the Ombudsman refused to investigate as the complainer could go via the Planning Inspectorate</p>
	Assets	1	2	Assets	0	-	0	
	Corporate Services	0	0	Corporate Services	0	-	1	
	Environment Services	11	52	Environment Services	27	-	98	
	Environmental Health	1	5	Environmental Health	1	-	3	
	Finance	0	0	Finance	0	-	0	
	ICT & CS	7	35	ICT & CS	11	-	28	
Planning, Economy & Community	2	19	Planning, Economy & Community	7	-	24		
<p><b>Long term sickness (days)</b></p> <p>Number of days lost due to long term sickness</p>	Andy Wilson	57	YTD 177	95			470	Equivalent to 1.15 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE

Performance Indicator & Description	Managed By	Q4 14/15	2014/15	Q4 2015/16	15/16	Comment (If Applicable)
			YTD or Total		YTD or total	
<b>Short term sickness (days)</b> Number of days lost due to short term sickness	Andy Wilson	36	YTD 268	60	133	Equivalent to 0.7 days/FTE for the quarter.  This figure reflects the reduced number of employees on the Establishment following voluntary redundancies during 2015.
<b>CS: Top 5 call types</b>	Anita ley		-	1) Planning - Planning Officer - repeat call 2) Ctax - CT Bill no CTR 3) Ctax - paperless DD 4) Ctax - make a payment over the phone 5) Waste - Missed refuse	-	Last Qtr 1) Planning - Current application 2) Ctax - Make a payment over the phone 3) Waste - Missed recycling and food 4) Planning - Planning officer - repeat call 5) Ctax - Balance enquiry
<b>CS: Top 5 website views/trend</b>	Kate Hamp		-	1. Planning Search 2. Planning 3. Recycling and Waste 4. Login 5. Contact Us	-	Last Qtr 1. Planning 2. Contact Us 3. Recycling and Waste 4. Council Tax 5. Your Council
<b>CS: % of customer contact through online interaction</b> Demonstrating channel shift	Kate Hamp		-	13.98%		The overall number of web submissions directly into W2 has been steadily increasing. The overall % of online customer contact took a hit this quarter from issues with the website making it harder for customers to submit forms. We saw a corresponding increase in customers choosing email submission of work to us instead, whilst not as efficient as web submitting this still reduces load on the call centre. Once fixed the number web submissions started improving and we are back up to the 20% mark.  An increasing number of W2 processes (fully integrated needing no additional admin) are now available online and the usage should start to increase as the service is advertised. A number of reporting processes that offer improved functionality for the customer to submit online rather than through the call centre have just gone live, mostly circumventing case managers to route directly to operational staff to deal with.

Performance Indicator & Description	Managed By	Q4 14/15	2014/15	Q4 2015/16	15/16	Comment (If Applicable)
			YTD or Total		YTD or total	
<b>CS: Total number of online transactions</b>	Kate Hamp		-	<i>Via Workflow 360:1412 Goss forms: 326</i>		Workflow 360 is straight through processing; Goss forms require re-keying. The latter will reduce as new processes go live and are embedded.
<b>CS: Average call answer time</b>  The average time in minutes for a call to be answered. This time shows as an average over each month	Anita Ley	1.3	1.7	2.12	2.44	Historical average around 1.5-1.6 minutes.  To give some context the call centre received 73,000 calls over the quarter around 10% higher than the same period last year.  Work started to simplify the call scripts in May and reduce both the time during a call and the wrap-up required afterwards on some of the higher volume processes to improve call answer time. This needs to be compared with the additional processes now dealt with by customer services that previously were passed immediately to the back office. Whilst better for the customer and case management it does place additional strain on the CST
<b>CS: % of calls resolved at first point of contact</b>  Percentage of calls which are resolved at initial contact with CST	Anita Ley		72.33	54%	62%	This is an internal measure that we count quite strictly. Many other local authorities include additional processes which stretches the definition. This gives a truer impression of the number of cases being dealt with solely by the CST.  As more W2 processes go live this should improve as they have been designed to enable first point of contact resolution but the simpler processes being available online means the more complex processes remain with the customer service team.
<b>EH: Average time taken for Disabled Facilities Grants (Fast track) (work days)</b>  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		-	3 days	3 (20 cases)	This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days.  The average number of days is 3. Total of 20 approvals for WD.

## Exception Report:

Code and Name	Managed by	Prev Status	Last Qtr	Jan 2016	Feb 2016	Mar 2016	Q4 2015/16		Action Response
			Q3	Value	Value	Value	Value	Target	
<p><b>CS: Average Call Answer Time</b></p> <p>The average time in minutes for a call to be answered. This time shows as an average over each month.</p>	Anita Ley		3.2	2.00	2.25	2.34	2.12	1 min	Work started to simplify the call scripts in May and reduce both the time during a call and the wrap-up required afterwards on some of the higher volume processes to improve call answer time.
<p><b>T18: Ratio call/web submissions</b></p>	Jim Davis		<p>Calls: 1120 Web: 218</p> <p>11% online (Dec data)</p>	<p>Calls: 1854 Web: 490</p> <p>14% online</p>	<p>Calls: 1746 Web: 431</p> <p>17% online</p>	<p>Calls: 2266 Web: 371</p> <p>10% online</p>	<p>Calls: 5866 Web: 1392</p> <p>14% online</p>	20%	<p>Further delays on Civica providing fixes continued into Quarter 4.</p> <p>Fixes for the existing problems were provided late into the quarter but the website suffered from a specific problem. The website was timing customers out and issue worsened as the quarter went on, making it harder for customers to submit forms.</p> <p>This problem was difficult to identify as it appeared inconsistently but simple to solve. The issue turned significantly worse into April but this enabled better understanding of the problem and eventual fixing. This single cause was eventually fixed and the ratio of web submissions has started to normalise again back up to around 20%.</p> <p>New processes that offer better functionality for online submissions have gone live in May and should help to increase the ratio of web submissions.</p>



## 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.

## OVERVIEW AND SCRUTINY (INTERNAL) COMMITTEE

### DRAFT ANNUAL WORK PROGRAMME – 2016-17

Date of Meeting	Report	Lead Officer
19 July 2016	Hub Committee Forward Plan	
	T18 Programme Monitoring – to include a review of the effectiveness of communication across the Operating Model	
	Task and Finish Group Updates (if any);	
	Member Development Steering Group – Progress Update and Induction Review	
	Draft O+S Annual Report	
	DM Peer Review Findings and Action Plan	
6 September 2016	Hub Committee Forward Plan	
	T18 Programme Monitoring	
	Task and Finish Group Updates (if any)	
	Quarterly Performance Measures	
	Locality Model Review	
8 November 2016	Hub Committee Forward Plan	
	T18 Programme Monitoring	
	Task and Finish Group Updates (if any)	
17 January 2017	Joint O+S Draft Budget 2016/17 Consultation	
18 April 2017	Hub Committee Forward Plan	
	T18 Programme Monitoring	
	Task and Finish Group Updates (if any)	
	Draft O+S Annual Report	

**Other Items:**

Our Plan: Progress Against the Delivery Plan;  
Ombudsman Update and Annual Review Letter.