

South Hams Overview and Scrutiny Panel



Title:	Agenda										
Date:	Thursday, 14th January, 2016										
Time:	10.00 am										
Venue:	Cary Room - Follaton House										
Full Members:	<p style="text-align: center;">Chairman Saltern</p> <p style="text-align: center;">Vice Chairman Wingate</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Baldry</td> <td style="width: 33%;">Horsburgh</td> </tr> <tr> <td>Barnes</td> <td>May</td> </tr> <tr> <td>Blackler</td> <td>Pennington</td> </tr> <tr> <td>Brown</td> <td>Pringle</td> </tr> <tr> <td>Hawkins</td> <td>Smerdon</td> </tr> </table>	Baldry	Horsburgh	Barnes	May	Blackler	Pennington	Brown	Pringle	Hawkins	Smerdon
Baldry	Horsburgh										
Barnes	May										
Blackler	Pennington										
Brown	Pringle										
Hawkins	Smerdon										
Substitutes:	Named substitutes are not appointed										
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.										
Committee administrator:	Darryl White, Senior Specialist - Democratic Services										

1. Apologies for Absence

2. Minutes

1 - 14

to approve as a correct record and authorise the Chairman to sign the minutes of the meeting of the Panel held on 19 November 2015

3. Urgent Business

brought forward at the discretion of the Chairman;

4. Division of Agenda

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

5. Declarations of Interest

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

6. Public Forum

15 - 16

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

7. Executive Forward Plan

17 - 22

Note: If any Member seeks further clarity, or wishes to raise issues regarding any future Executive agenda item, please contact Member Services before **5.00pm on Monday, 11 January 2016** to ensure that the lead Executive Member(s) and lead officer(s) are aware of this request in advance of the meeting.

8. Budget Proposals Report 2016/17 - Update Information

23 - 34

to consider a report that provides an update to the figures shown in the Capital and Revenue Budget papers that were presented to the Executive at its meeting on Thursday, 10 December 2015;

9. Contact Centre Update

35 - 46

to consider a report that presents the requested Action Plan for Customer Services (Minute O&S.55/15 also refers)

10. Development Management Service Update

47 - 48

to consider a report that presents an update on the Development Management service

11. Health and Wellbeing (Leisure) Procurement Update

to consider a report that provides an update on the Health and Wellbeing (Leisure) procurement exercise;

12. Quarter 2 Performance Indicators 49 - 62

to consider a report that provides Members with information on Key Performance Indicators at the end of quarter 2 for 2015/16 (to follow);

13. Task and Finish Group Updates 63 - 64

- (a) Dartmouth Lower Ferry – Exempt;
- (b) Partnerships;
- (c) Waste and Recycling
- (d) Events Policy.

14. Draft Annual Work Programme 2015/16 65 - 66

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

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**MINUTES OF THE MEETING OF THE
OVERVIEW & SCRUTINY PANEL
HELD AT FOLLATON HOUSE, TOTNES ON
THURSDAY, 19 NOVEMBER 2015**

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

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

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Head of Paid Service and Senior Specialist – Democratic Services
8 and 9	O&S.51/15 and O&S.52/15	Section 151 Officer and Finance Business Partner
10	O&S.53/15	Lead Specialist – Place and Strategy
11	O&S.54/15	Group Manager – Support Services
12	O&S.55/15	Executive Director (Service Delivery and Commercial Development), Group Manager – Customer First and Contact Centre Manager
13	O&S.56/15	Monitoring Officer
14, 15 and 16(a)	O&S.57/15, O&S.58/15 and O&S.59/15(a)	Group Manager – Business Development
16(b)	O&S.59/15(b)	Group Manager – Commercial Services
16(c)	O&S.59/15(c)	Lead Specialist – Place and Strategy

O&S.46/15 WELCOME

In his introductions, the Chairman welcomed Cllr J P Green to his first Overview and Scrutiny Panel meeting following his recent election.

O&S.47/15 MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel held on 17 September 2015 were confirmed as a correct record and signed by the Chairman.

O&S.48/15 DECLARATIONS OF INTEREST

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

Cllr J P Green declared a Disclosable Pecuniary Interest in Item 8: 'Review of Fees and Charges for 2016/17' (Minute O&S.51/15 below refers) specifically in relation to the proposed fee for Acupuncture, Tattooing, Ear-piercing and Electrolysis by virtue of his wife being an acupuncturist. In the event of this particular fee being debated, Cllr Green advised that he would then leave the meeting during the discussion and he abstained from the vote on the recommendation.

Cllr K R H Wingate declared a Disclosable Pecuniary Interest in Item 8: 'Review of Fees and Charges for 2016/17' (Minute O&S.51/15 below refers) specifically in relation to the proposal to establish an Events Policy Task and Finish Group by virtue of public comments that he had previously made in this regard. Cllr Wingate proceeded to leave the meeting room during the debate on this matter and abstained from the vote on the recommendation.

O&S.49/15 PUBLIC FORUM

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

O&S.50/15 EXECUTIVE FORWARD PLAN

The following issues were raised on the most recently published Executive Forward Plan:-

- Having sought clarity on the Rent Plus agenda item (which was scheduled for consideration by the Executive at its meeting on 10 December 2015), it was noted that a report was to be presented as a consequence of the implications arising from the Housing and Planning Bill;
- In the absence of the Local Development Scheme from the most recently published Forward Plan, it was agreed that an update would be provided in the next Members' Bulletin edition.

O&S.51/15 REVIEW OF FEES AND CHARGES FOR 2016/17

The Panel considered a report that set out proposals for fees and charges for all services for 2016/17. The report noted that, in the event of each of the recommendations being endorsed, additional income that could be generated from this review would total £5.000.

In discussion, reference was made to:-

- (a) the number of events being held on Council land. In acknowledging that the number of events were increasing year on year, a number of Members lamented the current lack of a consistent (yet with a degree of flexibility built in) approach from the Council. As a consequence, the following additional recommendation was **PROPOSED** and **SECONDED** and when put to the vote was declared **CARRIED**:-

'That an Events Policy Task and Finish Group (comprising of Cllrs Baldry, Bramble (Group Lead) and Brown) be established with the primary purpose of reviewing and revising the Council's Events Policy.'

- (b) the justification for a proposed reduction in some fees and charges. The lead Executive Member for Support Services informed that these reductions were proposed in an attempt to bring these fees and charges in line with those proposed by West Devon Borough Council (WDBC). Some Members proceeded to put on record their views that the Council should be locally setting its own charges and should not be giving any consideration to those proposed by WDBC. In reply, officers informed that there was a need for the Council to be able to justify its fees and charges structure and it would be deemed disproportionate if the same shared officers (and processes) were proven to be working to two different sets of charging regimes;
- (c) charging for the use of public conveniences. A Member highlighted the inconsistency of approach for charging to use public conveniences and urged the lead Executive Member to make progress in this regard;
- (d) the proposed charges for shower use. Some Members felt that the proposed charges to be applied for shower use were too low and should therefore be increased. As a result, it was **PROPOSED** and **SECONDED** and when put to the vote was declared **CARRIED**:-

'That, for 2016/17, the shower charges should be increased from 20p to £1.'

- (e) the proposed Site Sponsorship charges. Having been informed that Site Sponsorship opportunities were not being taken up, an additional recommendation was **PROPOSED** and **SECONDED** and on being put to the vote was declared **CARRIED**:-

'That, before a decision is taken by the Council, a benchmarking exercise be undertaken in order to review the proposed Site Sponsorship charges and the Panel also task officers to investigate methods of increasing marketing opportunities to promote this initiative.'

- (f) opportunities arising from trade waste charges. A non-Panel Member expressed his disappointment that the Council was not being more ambitious in respect of utilising opportunities to generate more income from the trade waste function. The Member was of the view that the Council could generate at least an additional £200,000 per annum if it exploited the opportunities which were available to it from the trade waste service.

It was then:

RESOLVED

1. That the Executive **RECOMMEND** to Council that the proposed fees and charges (as set out in the presented agenda report and appendices) be approved as part of the 2016/17 Budget Setting process, subject to the shower charges being increased from 20p to £1;
2. That the Executive **RECOMMEND** to Council that delegated authority be given to the Community Of Practice Lead for Environmental Health, in consultation with the Lead Executive Member, to modify the charges of Food Export Certificates, once the outcome of the current review is known;
3. That the Executive **RECOMMEND** to Council that delegated authority be given to the Group Manager for Commercial Services, in consultation with the lead Executive Member, to set the Commercial Waste charges, once all the price modelling factors are known;
4. That, before a decision is taken by the Council, a benchmarking exercise be undertaken in order to review the proposed Site Sponsorship charges and the Panel also task officers to investigate methods of increasing marketing opportunities to promote this initiative; and
5. That an Events Policy Task and Finish Group (comprising of Cllrs Baldry, Bramble (Group Lead) and Brown) be established with the primary purpose of reviewing and revising the Council's Events Policy.

(NOTE: recommendations 1, 2 and 3 (above) will be considered by the Executive at its 4 February 2016 meeting as part of the wider 2016/17 Budget Setting process).

O&S.52/15 **NEW HOMES BONUS ALLOCATION TO DARTMOOR NATIONAL PARK AUTHORITY**

In line with the Council decision when approving the 2015/16 Budget at its meeting on 12 February 2015 (Minute 66/14 below refers), a paper was considered that provided a progress update on the application and use of the New Homes Bonus funds that had been transferred to the Dartmoor National Park Sustainable Community Fund.

In the ensuing discussion, the Panel noted that the allocations varied in the published agenda papers, as a consequence of there being a twelve month time lag in the process.

It was then:

RESOLVED

That the paper be noted.

O&S.53/15 **OUR PLAN: SOUTH HAMS – REVIEW**

A report was considered that provided a progress update on Our Plan: South Hams.

During the debate, reference was made to:-

- (a) the division of responsibilities between lead Executive Members. For clarity, it was confirmed that the Leader of Council was the lead Executive Member for the overriding 'Our Plan: South Hams' and Cllr Hicks was the lead Executive Member specifically for the 'Local Plan' element of 'Our Plan: South Hams'. In welcoming this clarification, Members were keen to emphasise that Our Plan: South Hams was more than just concerned with the local plan and house building. Having said that, another Member stressed that it was of paramount importance that the Council established its housing need numbers. In this respect, the Leader informed that the Housing Needs Survey was being refreshed and would be reported back to Members for consideration;
- (b) the need to improve the communications in relation to Our Plan: South Hams was recognised by the Panel;
- (c) Member participation in the process. The Panel was of the view that an all Member event should be held early in the New Year to discuss Our Plan: South Hams and the underpinning delivery plan;
- (d) the Village Housing Initiative (VHI). Officers confirmed that they were attempting to bring together a number of approaches to housing development and the VHI concept was a key scheme that would be specifically looked at during this process;

- (e) the Delivery Plan being a shared document with West Devon Borough Council (WDBC). Whilst it was noted that the key themes and objectives were almost identical between the two councils, the Panel asked that, in the future, consideration be given to the Delivery Plans being separated for both councils.

It was then:

RESOLVED

1. That the monitoring of Our Plan: South Hams and the 2015/16 Action Plan be noted;

That the Executive **RECOMMEND** to Council that:

2. Our Plan: South Hams be issued for the start of the 2016/17 Financial Year as a document that:-
 - o recognises Our Plan: South Hams for the start as the single comprehensive Council Plan;
 - o re-states the Council's corporate Vision and Objectives;
 - o establishes the common basis for the Council's Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies;
 - o establishes long-term and short-term priorities for delivery including a delivery plan commencing in 2016/17;
 - o establishes mechanisms for delivery; and
 - o establishes engagement, monitoring and review procedures;
 - o provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation.
3. a Member Workshop be held early in the New Year to progress this work;
4. the final document return to the Executive and Council for agreement prior to its publication.

O&S.54/15 TRANSFORMATION PROGRAMME MONITORING

The Group Manager – Support Services provided an update on the Transformation Programme and highlighted that:-

- the Development Management service had gone live on the W2 System this week;
- a positive meeting had been held recently with Civica (the IT system provider); and
- the Programme remained on target in respect of timescale and budget.

During the debate, reference was made to:-

- (a) presenting monitoring reports to the Panel prior to their consideration by the Executive. In the future, officers agreed to re-align the quarterly monitoring reports that were presented to the Executive to ensure that they were considered by the Panel in the first instance;
- (b) the pace and extent of the Programme. Some Members were of the view that, in hindsight, the Programme had been progressed too quickly and staff numbers had been reduced too severely;
- (c) the Modern.Gov committee management system. Officers advised that the Council was now in a position to commence with a Member trial of the new system. As a general point on the Council's intention to reduce its paper usage, it was noted that discussions were taking place with town and parish councils in an attempt to minimise the impact of this drive.

RESOLVED

- 1. That the progress update be noted; and
- 2. That, in the future, the quarterly Transformation Programme Monitoring Reports be presented to the Panel before being considered by the Executive.

O&S.55/15 CUSTOMER SERVICES UPDATE

Following regular updates to the Panel, a report was presented that updated Members on the Customer Services performance trends since the last meeting. In particular, the report paid attention to telephone call answer times, call volumes and staff recruitment as areas of particular concern.

In discussion, the following points were raised:-

- (a) Whilst it was acknowledged that the latest performance trends were showing some signs of improvement, a number of Members expressed their opinions and disappointment that the service was still of an unacceptable standard. The two statistics that were repeatedly highlighted as being of particular concern were that:
 - o 18% of calls were not being answered; and
 - o 26% of callers were having to wait over 7 minutes to have their call answered.

In response to Members citing specific examples of the public receiving poor service from the Contact Centre, the Head of Paid Service urged that, in such instances, Members let him know accordingly.

The Panel reiterated its desire to see a far greater improvement in performance and it was then **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:-

'A clear action plan be produced for Customer Services and presented to the next Panel meeting on 14 January 2016 for its consideration.'

- (b) When questioned, the Panel noted that, as a result of the blueprinting exercise, the Contact Centre had provision for a core staffing level of 15 full-time equivalent members of staff. Such was the pressure on the service, some Members felt that, whilst there were inevitable revenue implications, staffing numbers had to be reviewed in the Contact Centre;
- (c) With regard to some quick wins, officers agreed to remind staff throughout the Council to be professional in their telephone manner. In addition, it was agreed that, for outgoing calls from the Council, officers would ensure that the telephone number was no longer displayed as being 'withheld'.

In conclusion, whilst the Panel had been robust in stating its concerns and frustrations, Members did recognise that the staff in the Contact Centre were doing a good job and working tirelessly in very difficult circumstances. As a consequence, the Panel asked that its thanks be passed on to those staff who work in the Contact Centre.

It was then:

RESOLVED

That a clear action plan be produced for Customer Services and presented to the next Panel meeting on 14 January 2016 for its consideration.

O&S.56/15 DISPENSATIONS TO DUAL-HATTED MEMBERS

A report was considered that sought to consider whether the general dispensation that had previously been granted to all dual-hatted Members should be extended.

In discussion, a Member expressed his dissatisfaction over the recommendation and, in particular, was unhappy that a Member of the Executive could also be a Devon County Council (DCC) Member. The Member felt it to be inevitable that there would be occasions when the two roles would lead to a Member having a conflict of interest. To counter this view, other Members highlighted that a dual-hatted Member could in fact utilise this position to the benefit of the Council. Moreover, it was recognised that Executive Members had very limited individual decision-making powers.

It was then:

RESOLVED

That the general dispensation that had been previously granted to all dual-hatted Members of South Hams District Council to enable them to speak and vote on matters where they are a Member of another local authority and in receipt of a Members' Allowances for that other authority be extended until May 2019.

O&S.57/15 BUSINESS DEVELOPMENT GROUP MANAGER UPDATE

The Panel considered a report that presented an update on the Business Development Group Manager role.

In discussion, reference was made to:-

- (a) the 27 possible income generation activities identified in the presented agenda report. In light of a request, the lead Executive Member confirmed that he would circulate a generic list of these activities to the wider membership. As an assurance, it was confirmed that activities relating to trade waste and sponsorship were included on this list;
- (b) the performance and intelligence team. It was noted that the team was still heavily involved in the process mapping for the Transformation Programme and, realistically, the team would be fully integrated and established early in the New Year;
- (c) projects related to Salcombe Harbour. Having been informed that the Harbour Master had a number of potential business development opportunities in mind, the Panel asked that the Harbour Board be fully consulted with as and when ideas started to be progressed.

It was then:

RESOLVED

That the report and the work completed and planned by the Business Development Group Manager role be noted.

O&S.58/15 UPDATE ON THE RURAL DEVELOPMENT PROGRAMME FOR ENGLAND (RDPE) 2014-2020

The Panel considered a report that provided an update on the Rural Development Programme for England (RDPE) 2014-2020.

In discussion, it became apparent that some Members had concerns regarding the seeming lack of monitoring, transparency and feedback that the Council received from the South Devon Coastal Local Action Group (LAG) and Greater Dartmoor – Local Enterprise Action Fund (LEAF). As a consequence, the Panel requested that representatives

from the LEAF and LAG be invited to attend the Panel meeting on 17 March 2016.

It was then:

RESOLVED

1. That the report be noted and the scheme be promoted as appropriate with local residents and businesses;
2. That the Council continue to support the Greater Dartmoor – Local Enterprise Action Fund (LEAF) and the South Devon Coastal Local Action Group (LAG); and
3. That representatives from the LEAF and LAG be invited to attend and provide an update to the Panel meeting on 17 March 2016.

O&S.59/15 TASK AND FINISH GROUP UPDATES

(a) Performance Measures

A report was considered that presented the final report of the Performance Measures Review Task and Finish Group. In introducing the report, the Group Chairman paid particular attention to the choice of performance measures being subject to continuous review and changed as and when deemed necessary and as Members concerns altered.

The Panel wished to put on record its thanks to the Chairman and Members of the Group, officers and the lead Executive Member for undertaking an excellent review.

It was then:

RESOLVED

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

1. streamlined versions of the Balanced Scorecard and Background and Exception report (as shown in Appendices A and B respectively of the presented agenda report) be made available to Members on a quarterly basis, containing measures where a Scrutiny role is beneficial;
2. financial measures be reported elsewhere and therefore not included in these reports, with these measures being replaced with specific T18 measures;
3. an in-depth quarterly analysis of an area or department be included within the reporting, designated to interrogate the high

level performance data further and identify trends, improvements etc. This 'deep-dive' quarterly analysis will either follow a pre-determined schedule or be flexible enough to focus on issues raised by a prior quarterly report; and

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

(b) Dartmouth Lower Ferry

It was noted that an interesting and informative site visit had been undertaken to the Ferry and Workshop. Following this visit, a further Group meeting had been held on 5 November 2015, during which a broad overview of the initial findings of the report produced by RPT Consulting was presented.

In terms of next steps, Members were advised that a Group meeting was to be held in December 2015, with the subsequent recommendations then presented to the next Panel meeting on 14 January 2016, before then being considered by the Executive on 4 February 2016.

(c) Partnerships

Members were advised that the first joint Group meeting had been held and valued contributions had been made from Members of both the Council and West Devon Borough Council. The meeting had given a real insight into the vast number of Partnerships that the Council was involved in and the joint meeting had enabled for a number of useful comparisons to be drawn.

It was noted that the next joint meeting was to be held on 6 January 2016 at Kilworthy Park, Tavistock.

(d) Waste and Recycling

The Panel acknowledged that a final wash up meeting of the Task and Finish Group had been held on 24 September 2015 and the newly convened Group was to hold its first meeting in December 2015.

Members commented that it would be beneficial for the notes of the final Group meeting to be circulated with the agenda for the next Panel meeting on 14 January 2015.

O&S.60/15 **MEMBER VISIT TO THE NATIONAL MARITIME OPERATIONS CENTRE IN FAREHAM**

The lead Executive Member for Customer First introduced a paper that had been prepared by the Harbour Master following their visit to HM Coastguards National Maritime Operations Centre on Friday, 13 November 2015.

In conclusion, the paper outlined that the visit had been useful and informative and had addressed all known concerns that had been raised by Members. Particularly reassuring was the willingness to acknowledge that the Centre still had further progress to make that was coupled with a resolve to do so.

In discussion, reference was made to:-

- (a) the presentation given by the Coastguard representative. In commending the quality of the presentation that they had received, the lead Executive Member was of the view that a number of the public relations problems that had been incurred by the organisation would have been overcome if the key messages in the presentation had been disseminated from the offset;
- (b) the transformation agenda. Members were informed that the impact of Central Government budget cuts had been kept to a minimum for the organisation in light of it having the foresight to begin its transformation agenda before any government funding announcements had been made;
- (c) concerns over the loss of local knowledge. In countering these concerns, an example was cited to the meeting whereby three officers from Brixham were now working at the Centre in Fareham;
- (d) two main challenges remaining. The Panel was informed that a new pager system was in the process of being tested to replace the current antiquated system. Also, the representative had promised to follow up on a specific query relating to blind spots and he gave a commitment to let the Council know in due course.

The Chairman proceeded to thank the Member and Harbour Master for attending such a worthwhile visit and asked that the Council's thanks also be extended to the organisation. Finally, the Panel welcomed the conclusion of this longstanding agenda item and felt that any specific issues that arise in the future should be progressed through local MPs.

O&S.61/15 DRAFT ANNUAL WORK PROGRAMME 2015/16

The Panel considered its draft 2015/16 Work Programme and made particular reference to:-

- (a) a Development Management (DM) service update. The Panel endorsed the suggestion that a DM service update be presented to its next meeting on 14 January 2016. In particular, Members asked that this agenda item made reference to service improvements following the new system going live on the website and an update on the outsourcing of the services backlog of applications;
- (b) the Customer Services Action Plan. The Panel reiterated that this agenda item should be scheduled on to the agenda for 14 January 2016 meeting;
- (c) attendance of the LEAF and LAG representatives. Members repeated their request for LEAF and LAG representatives to be invited to the Panel meeting on 17 March 2016.

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

Chairman

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PUBLIC FORUM PROCEDURES

(a) General

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

(b) Notice of Questions

An issue or question may only be raised by a member of the public provided that they have given written notice (which may be by electronic mail) to the Democratic Services Manager by 5.00pm on the Monday, prior to the relevant meeting.

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

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

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SOUTH HAMS DISTRICT COUNCIL: EXECUTIVE LEADER'S FORWARD PLAN

This is the Leader of Council's provisional forward plan for the four months starting 4 February 2016. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

Cllr Hilary Bastone – lead Executive Member for Customer First

Cllr Rufus Gilbert – lead Executive Member for Commercial Services

Cllr Michael Hicks – lead Executive Member for Business Development

Cllr John Tucker – Leader of the Council

Cllr Lindsay Ward – Deputy Leader of the Council

Cllr Simon Wright – lead Executive Member for Support Services

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

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

INDEX OF KEY DECISIONS

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

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

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

(For this purpose significant expenditure or savings shall mean:

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

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

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

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

OTHER DECISIONS TO BE TAKEN BY THE EXECUTIVE

Service	Title of Report and summary	Lead Officer and Executive Member	Decision maker	Anticipated date of decision
Commercial Services	Lower Ferry Service Options Review	HD/Cllr Gilbert	Executive	4 February 2016
Strategy & Commissioning	Social Media Policy and Protocol	LC/Cllr Tucker	Council	4 February 2016
Support Services	Revenue Budget Proposals for 2016/17	LB/Cllr Tucker	Council	4 February 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Wright	Executive	4 February 2016
Support Services	Capital Programme Proposals for 2016/17	LB/Cllr Tucker	Council	4 February 2016
Commercial Services	Provision of Tyre Services	TP/Cllr Gilbert	Executive	4 February 2016
Commercial Services	Recycling sack collections	JS/Cllr Gilbert	Executive	4 February 2016
Strategy and Commissioning	Community Right to Build Procedures	RK/Cllr Hicks	Council	4 February 2016
Strategy and Commissioning	Housing Mix Policy Updates	RK/Cllr Hicks	Council	4 February 2016
SLT	Devolution	SJ/Cllr Tucker	Council	4 February 2016
SLT	Establishment of a trading company*	SH/Cllr Tucker	Council	4 February 2016
Customer First	Safeguarding Policy	IB/Cllr Bastone	Council	4 February 2016
Customer First	Debt Recovery Policy	IB/Cllr Bastone	Council	4 February 2016
Commercial Services	The Future of the Devon Authorities Waste Reduction and Recycling Committee (DAWRRC)	JS/Cllr Gilbert	Executive	10 March 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	10 March 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	10 March 2016

Support Services	Write Off Report (Q3 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	10 March 2016
Support Services	Treasury Management and Annual Investment Strategy for 2016/17 -	LB/Cllr Wright		10 March 2016
Customer First	Community ReInvestment Project Fund 2015/16 Grant Allocations -		Executive	10 March 2016
Customer First	Homeless Strategy -	IB/Cllr Bastone	Council	10 March 2016
Strategy & Commissioning	Our Plan – Progress Monitoring Report and Our Plan 16/17	RK/Cllr Tucker	Executive	10 March 2016
Business Development	Income Generation Opportunities/Business Development Update	DA/Cllr Hicks	Executive	10 March 2016
Support Services	Complaints Policy	CB/Cllr Wright	Council	7 April 2016
Support Services	Revenue Budget Monitoring - to update Members on the latest revenue budget position	LB/Cllr Wright	Executive	May 2016
Support Services	Capital Programme Monitoring – to update Members on the financial position of capital projects	LB/Cllr Wright	Executive	May 2016
SLT	T18 Budget Monitoring - to update Members on the financial position of the T18 Programme	LB/Cllr Tucker	Executive	May 2016
Support Services	Write Off Report (Q4 2015/16) - to update Members on write offs for all revenue streams within the Revenue and Benefits service	LB/Cllr Wright	Executive	May 2016

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

SJ – Steve 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

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services

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

CH – Cassandra Harrison – Senior Specialist Place and Strategy

CBowen – Catherine Bowen – Monitoring Officer

TB – Tracey Beeck – Group Manager Customer First

SLT – Senior Leadership Team

CB – Chris Brook – COP Lead Assets

LC – Lesley Crocker – Senior Specialist Media and Communications



South Hams
District Council

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Revenue Budget Proposals Report 2016-2017

Dear Members

Please find attached an update to the figures shown in the Budget Proposals report for 2016-17 which was presented to the Executive meeting on Thursday 10th December. This update takes into account the results of the recent announcement on 17 December of the Local Government Finance Settlement.

Funding Reduction Analysis

SFA is the term for Settlement Funding Assessment and is basically a Council's Revenue Support Grant and Business Rates funding added together.

The Finance Settlement announced the following 4 year figures for SFA:-

Financial Year	Settlement Funding Assessment (SFA)	Which is made up of:-	
		Revenue Support Grant	Business Rates Baseline Amount
2015-16 (Baseline)	3,137,000	1,406,240	1,730,760
2016-17	2,514,451	749,451	1,765,000
2017-18	2,045,393	245,393	1,800,000
2018-19	1,853,000	-	1,853,000
2019-20	1,912,000	-	1,912,000

So funding from Revenue Support Grant and Business Rates reduces by £1,225,000 over the 4 year period. Therefore Appendices B1 and B2 have been updated to reflect these figures.

The income predictions for Business Rates have been significantly reduced from the December 2015 figures, to reflect the Finance Settlement figures. Whilst in 2015/16 a higher figure than the baseline business rates figure was used to set the budget, the current risk of business rates appeals and downward fluctuations in the rateable value base of the Council, means that it would not be prudent to include higher predictions of business rates income at this point in time.

Rural Services Delivery Grant

The Council will receive rural funding through a separate Rural Services Delivery Grant. This is something that has been lobbied for through our work with SPARSE to reflect the fact that it costs more to deliver services in rural communities. The Council's grant allocations will be:-

2016-17	£100,754
2017-18	£176,320
2018-19	£251,886
2019-20	£327,451
2020-21	£350,000 (assumed to be of a similar value to 19-20 for modelling purposes)

Council Tax Referendum limit

The settlement has confirmed that the maximum council tax increase remains at 1.99% for 2016/17 for SHDC, with no limit set for Town and Parish Councils.

A 1.99% increase on the current Band D council tax of £145.42 equates to a £2.89 increase per year (Band for 2016-17 would increase to £148.31).

Council Tax Freeze Grant

As expected, there has been no announcement on a Council Tax Freeze Grant scheme for the period 2016/17 and beyond. This is taken to mean that a freeze grant is not being offered for 2016/17 and beyond.

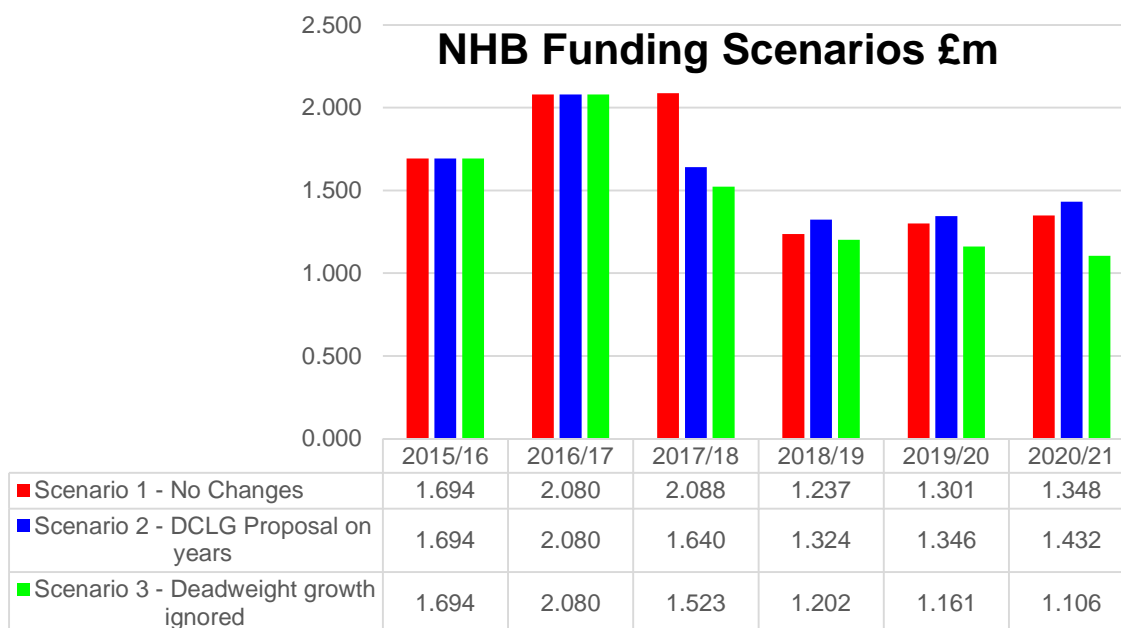
TaxBase

The TaxBase for 2016-17 has been confirmed at 37,003.99 Band D Equivalent properties. This is an increase of 397.11 Band D Equivalent properties from 2015/16. For future years, 2017-18 onwards, an increase of 400 Band D equivalent properties has been modelled.

New Homes Bonus (NHB)

A New Homes Bonus consultation document has been issued (responses due by early March 2016). The Council will send a robust response to the consultation document.

The NHB amount for 2016-17 has been confirmed at £2,079,908 (£134,000 more than original predictions). Modelling for future years based on the proposals shown in the consultation document could see the NHB allocations for future years look like the following amounts:-



So if there were to be no changes to the NHB scheme (Scenario 1), the Council would receive in the region of £2.088m in 2017/18. The NHB scheme allocations decrease by approximately 60% in future years due to the overall size of funding available for NHB decreasing by this amount. Therefore even if there were no changes to the scheme, there would be a scaling back of the payments made, so as to fit within the overall NHB budget totals – which are much less in 18/19 and onwards.

If the proposals to reduce the number of years from 6 years to 4 years (with 5 years for 2017/18) are introduced (Scenario 2), the Council would receive around £1.64m in 17/18.

Furthermore, if deadweight growth (0.25) is also removed – (deadweight growth is an assumed baseline growth) - (Scenario3), then the NHB payments would further reduce to £1.523m in 2017/18. Payments would reduce to £1.106m by the year 2020/21.

The Council needs to use approx. £464,000 annually of NHB to fund its Capital Programme (for Disabled Facilities Grants and Affordable Housing Schemes) and a further £153,900 for the Community Re-Investment Scheme.

Therefore the amounts remaining that could be used to fund the Council's Base Budget are:-

2017/18	£900,000
2018/19	£500,000
2019/20	£500,000
2020/21	£450,000

The modelling in Appendix B1 and B2 still assumes a contribution from NHB of £500,000 per annum towards the revenue base budget, with this decreasing to £450,000 in 2020/21.

A contribution of £500,000 has still been assumed for 2016-17 as below.

Therefore in 2016-17, the possible use of New Homes Bonus is as follows:-

	2016-17 (£)
Amount receivable (confirmed)	2,079,908
<i>Possible uses of NHB:</i>	
To fund the current Revenue Budget	(500,000)
To fund the Capital Programme	(464,000)
Community Re-Investment Scheme	(153,900)
CAB Outreach Worker	(10,000)
Dartmoor National Park allocation	TBA
Balance remaining unallocated (currently not committed)	£952,008

Homelessness funding

The Finance Settlement has confirmed that homelessness funding under the Local Welfare Support Grant will cease in 2016-17 as anticipated. Therefore the cost pressure of £80,000 in 2016-17 is still required.

Treasury Management Income

The additional saving from treasury management income in 16/17 has been reduced from £50,000 to £25,000, due to interest rate predictions.

Trade Waste Service – Business rated domestic properties

In January 2016, the Council is writing to business rated domestic properties to advise of the implementation of charging for trade waste services. Customers will be sent a letter advising of this in January. The change of service could apply to approximately 2000 properties, 650 of which are already paying for a trade waste service from South Hams. Of the remainder (1,350 properties) our market share (based on our current market share) is likely to be between 30% – 45% and will deliver between £60,000 to £100,000 additional income for the trade waste service in 2016/17. As the take up levels are unknown, a conservative estimate of £50,000 income target for trade waste has been put into the 2016/17 budget process as additional income, with an extra £25,000 in 2017/18.

One off set up costs of the Trading Company

A further change to the figures shown in the December Budget Proposals report is that the one off set up costs of the Trading Company are now predicted to be in the region of £150,000 for each Council. Therefore the cost pressure has been increased in 2016-17 to reflect this. This would cover the following:

- Cost of the full business case and implementation plan
- Project management for implementation
- Legal advice
- Financial advice
- Setting up the contracts between the Councils and the company with all the associated schedules and specifications
- Novating contract and leases
- Setting up a new pension scheme and transfer/admitted body status for LGPS
- Setting up the payroll, accounts system, a separate bank account
- Transferring any systems
- Work associated with transfer of any assets
- Change management with staff
- Branding and marketing for the new company

Further Information on Budget Proposals

In relation to some items on the Budget Report for 2016-17, requests for further information have been received. Please find attached below further information on the following items:-

An update on the Strategic Waste Review (this was verbally reported to the Audit Committee on 7th January 2016 following a request for information)

The waste strategy review group have already commenced work and are looking at future service delivery with the Waste Strategy and Commissioning Lead.

The work of the previous group included procurement of refuse vehicles, vehicle maintenance contract, sales of recyclable materials and haulage contracts which have all been completed. In cab technology procurement is about to be finalised. This was delayed as it was necessary to choose a system which could speak to the IT back office platform. Operationally there are some changes still to be implemented from the 2013/14 waste review.

Initially round changes were scheduled to take place last spring and relate specifically to properties which can be brought onto the wheeled bin scheme from a current sack collection on a weekly basis - at this time there was a significant resource pressure on the organisation due to the elections (Customer Service Team etc). Members therefore agreed to a deferral on this basis. The service was also understaffed in operations with an interim manager in place on a part time basis.

This is a major change which will affect all wards and therefore requires significant resource and planning for all areas of the business - operations, case management and customer services. It also has to be carried out ideally outside of main school holidays and bank holiday periods. It was understood that it was reputationally sensible to delay the change until after the T18 recruitment process had been carried out and the new model of working was embedded.

The group will be working on future efficiency saving waste projects as well as ensuring that the service continues to align with regional and national waste policy.

Current work includes discussion around recycling sack provision and looks at efficiencies which can be driven from strategic service design and income generation from areas of current free discretionary service (e.g. garden waste collections).

A request for further information on how the £230,000 affordable housing contribution will be spent. The £230,000 capital contribution is shown in the Capital Budget Proposals for 2016-17 report.

The Affordable Housing £230,000 contribution for 2016/17 will be used to invest in various affordable housing schemes across the district. These will include:

- Rural affordable schemes such as those delivered under our Village Housing Initiative.
- Bringing empty properties back into use as affordable homes – district wide.
- Developing shared housing for young people – aged under 35 years.
- Making better use of the existing housing stock – Tenants Incentive scheme – to encourage downsizing
- Addressing the need for Gypsy and Traveller housing
- Supporting community led housing projects, including self build.

Summary

Revised schedules for Appendices A, B1 and B2 are attached to this Briefing Note. These show the impact on the financial modelling of the results of the Local Government Finance Settlement.

Appendix B1 shows that in 2016/17 the Budget Surplus has reduced to **£262,240**. *(The uncommitted New Homes Bonus for 2016-17 of £952,008 is in addition to this).*

In 2017/18 there is a Budget Gap now of £519,576 and a further £411,043 in 2018/19. These figures are higher than in the December 2015 report and are due mainly to a combination of the loss of Revenue Support Grant and New Homes Bonus funding in these years, as well as lower estimates being included for income from Business Rates. The cumulative budget gap over the next 5 years is £1.396 million (Appendix B1).

If council tax were to be frozen over the next five years, the cumulative budget gap increases to £1.976 million as shown in Appendix B2.

Briefing Note prepared by Mrs Lisa Buckle, Finance Community of Practice Lead
(01803) 861413
7 January 2016

BUDGET PRESSURES, SAVINGS AND INCOME GENERATION

APPENDIX A

SOUTH HAMS DISTRICT COUNCIL

BUDGET PRESSURES

	Yr1 2016/17 £	Yr2 2017/18 £	Yr3 2018/19 £	Yr4 2019/20 £	Yr5 2020/21 £
Specialist resource - Waste and Cleansing options review and delivery (see 5.3) - one off	30,000	(30,000)			
Reduction in trade waste tipping fees etc (see 5.11)	160,000				
National Insurance - (see 5.5)	155,000				
National Living Wage (see 5.6)	25,000				
Dartmouth Ferry - review of income target (see 5.7)	100,000				
Car Parks - review of income target	50,000				
Recycling income - review of income target (see 5.11)	160,000				
Inflation on goods and services (see 2.2)	395,000	395,000	375,000	375,000	360,000
Salaries budget for Environmental Services manual workers (see 5.11)	100,000				
Reduction in Housing Benefit administration subsidy and Council Tax Support Admin Grant	50,000	50,000	50,000	50,000	50,000
Waste Transfer Station haulage costs (see 5.11)	50,000				
Salaries - provision for pay award at 1% (see 2.1)	90,000	90,000	90,000	90,000	90,000
Triennial Pension revaluation	0	125,000	125,000	125,000	75,000
Reversal of vacancy provision	100,000				
Reduction in the Homelessness Grant (see 5.8)	80,000				
Trading company - specialist advice (see 5.9) - one off	150,000	(150,000)			
Planning legal fees (see 5.11)	30,000				
TOTAL IDENTIFIED BUDGET PRESSURES	1,725,000	480,000	640,000	640,000	575,000

SOUTH HAMS DISTRICT COUNCIL

	Yr1 2016/17 £	Yr2 2017/18 £	Yr3 2018/19 £	Yr4 2019/20 £	Yr5 2020/21 £
Contribution to T18 Strategic Change Earmarked Reserve					
Transformation Project (T18) - Approved at 11 December 2014 Council (One-off investment costs included for completeness) <i>Contribution to Strategic Change Reserve to meet redundancy and pension costs (offset by savings above)</i> <i>Net contribution to T18 Reserve to meet other non-recurring costs (offset by savings above)</i>	219,000	66,000	(75,000)	(75,000)	(75,000)
Total Contribution to T18 Strategic Change Earmarked Reserve	219,000	66,000	(75,000)	(75,000)	(75,000)

SAVINGS AND INCOME GENERATION IDENTIFIED

	Yr1 2016/17 £	Yr2 2017/18 £	Yr3 2018/19 £	Yr4 2019/20 £	Yr5 2020/21 £
Income from fees and charges (see 5.11)	5,000				
Income from business rated domestic properties for trade waste collection	50,000	25,000			
Additional Housing Benefit recoveries (see 5.11)	30,000				
Additional investment income (see 2.3)	25,000	40,000	40,000	40,000	40,000
TOTAL SAVINGS AND INCOME GENERATION (excluding T18 savings)	110,000	65,000	40,000	40,000	40,000

Reduced running costs at Follaton and additional leasing income	23,000	53,000	56,000	0	0
Transformation Project (T18) savings - Approved at 11 December 2014 Council report (Appendix C) - £1,089,000 staff savings (30% of current staffing levels) and £30,000 other staff saving costs (ancillary costs) - Note the £1.192 million savings in 2016/17 are in addition to £1.95 million of savings already built into the 2015/16 Base Budget as shown.	1,119,000				
TOTAL SAVINGS AND INCOME GENERATION (including T18 savings)	1,252,000	118,000	96,000	40,000	40,000

Line No.	Example B1 - Council Tax is increased by 1.99% each year Modelling for the financial years 2016/17 onwards	Base 2015/16 £	Yr1 2016/17 £	Yr2 2017/18 £	Yr3 2018/19 £	Yr4 2019/20 £	Yr5 2020/21 £
1	Base budget brought forward (line 4/line11)	9,027,727	8,839,401	8,312,767	7,958,951	8,016,908	8,330,085
2	Budget pressures (as per Appendix A)	2,513,000	1,725,000	480,000	640,000	640,000	575,000
3	Savings already identified (as per Appendix A)	(2,306,326)	(1,252,000)	(118,000)	(96,000)	(40,000)	(40,000)
4	Additional requirement from NHB in 15/16	(395,000)					
5	Reverse T18 contributions to reserves		(1,950,000)				
6	Reduce New Homes Bonus contribution from £969,126 to £500,000 for years 16/17 to 19/20 - further reduce to £450,000 in 20/21		469,126				50,000
7	Contribution to T18 Strategic Change Reserve		219,000	66,000	(75,000)	(75,000)	(75,000)
8	Reversal of budget surplus in the following year (assumes budget surpluses are only used to fund one-off investment in the year that they occur and that they do not permanently increase the base budget)			(262,240)			
9	Projected Net Expenditure:	8,839,401	8,050,527	8,478,527	8,427,951	8,541,908	8,840,085
	Funded By:-						
10	Council Tax income - Modelling a 1.99% increase in council tax each year	5,323,372	5,488,062	5,657,728	5,832,022	6,010,634	6,194,396
11	Council Tax Freeze Grant	57,789					
12	Collection Fund Surplus	100,000	210,000	80,000	80,000	80,000	80,000
13	Revenue Support Grant	1,406,240	749,451	245,393	0	0	0
14	Localised Business Rates	1,952,000	1,764,500	1,799,510	1,853,000	1,912,000	1,962,000
15	Rural Services Delivery Grant		100,754	176,320	251,886	327,451	350,000
16	Total Projected Funding Sources	8,839,401	8,312,767	7,958,951	8,016,908	8,330,085	8,586,396
	Budget (surplus)/ gap per year						
17	(Projected Expenditure line 9 - Projected Funding line 16)	0	-262,240	519,576	411,043	211,823	253,689

Cumulative Budget (Surplus)/Gap - There is a budget surplus in 2016/17 and budget gaps in the remaining years.

0	-262,240 (one-off)	519,576	930,619	1,142,442	1,396,131
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Modelling Assumptions:

An assumption of an additional 400 Band D equivalent properties per year has been included in the TaxBase and modelling above for 2016/17 onwards

Council Tax (Band D) (an increase of 1.99% has been modelled)	145.42	148.31	151.26	154.27	157.33	160.46
Council TaxBase	36,606.88	37,003.99	37,403.99	37,803.99	38,203.99	38,603.99

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Line No.	Example B2 - Council Tax is frozen Modelling for the financial years 2016/17 onwards	Base 2015/16 £	Yr1 2016/17 £	Yr2 2017/18 £	Yr3 2018/19 £	Yr4 2019/20 £	Yr5 2020/21 £
1	Base budget brought forward (line 4/line11)	9,027,727	8,839,401	8,205,825	7,740,511	7,682,342	7,875,075
2	Budget pressures (as per Appendix A)	2,513,000	1,725,000	480,000	640,000	640,000	575,000
3	Savings already identified (as per Appendix A)	(2,306,326)	(1,252,000)	(118,000)	(96,000)	(40,000)	(40,000)
4	Additional requirement from NHB in 15/16	(395,000)					
5	Reverse T18 contributions to reserves		(1,950,000)				
6	Reduce New Homes Bonus contribution from £969,126 to £500,000 for years 16/17 to 19/20 - further reduce to £450,000 in 20/21		469,126				50,000
7	Contribution to T18 Strategic Change Reserve		219,000	66,000	(75,000)	(75,000)	(75,000)
8	Reversal of budget surplus in the following year (assumes budget surpluses are only used to fund one-off investment in the year that they occur and that they do not permanently increase the base budget)			(155,298)			
9	Projected Net Expenditure:	8,839,401	8,050,527	8,478,527	8,209,511	8,207,342	8,385,075
	Funded By:-						
10	Council Tax income - Modelling freezing council tax each year	5,323,372	5,381,120	5,439,288	5,497,456	5,555,624	5,613,792
11	Council Tax Freeze Grant	57,789	0	0	0	0	0
12	Collection Fund Surplus	100,000	210,000	80,000	80,000	80,000	80,000
13	Revenue Support Grant	1,406,240	749,451	245,393	0	0	0
14	Localised Business Rates	1,952,000	1,764,500	1,799,510	1,853,000	1,912,000	1,962,000
15	Rural Services Delivery Grant		100,754	176,320	251,886	327,451	350,000
16	Total Projected Funding Sources	8,839,401	8,205,825	7,740,511	7,682,342	7,875,075	8,005,792
	Budget (surplus)/ gap per year						
17	(Projected Expenditure line 9 - Projected Funding line 16)	0	-155,298	738,016	527,169	332,267	379,283

Cumulative Budget (Surplus)/Gap - There is a budget surplus in 2016/17 and budget gaps in the remaining years.	0	-155,298 (one-off)	738,016	1,265,185	1,597,452	1,976,735
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Modelling Assumptions:	An assumption of an additional 400 Band D equivalent properties per year has been included in the TaxBase and modelling above for 2016/17 onwards					
Council Tax (Band D)	145.42	145.42	145.42	145.42	145.42	145.42
Council TaxBase	36,606.88	37,003.99	37,403.99	37,803.99	38,203.99	38,603.99

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Contact Centre Update

Report to: **Overview and Scrutiny Panel**

Date: **14 January 2016**

Title: **CONTACT CENTRE UPDATE**

Portfolio Area: **Customer First**

Wards Affected: **All**

Relevant Scrutiny Committee: Overview and Scrutiny Panel

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

Date next steps can be taken: Any recommendations made by the Panel will be considered, in the first instance, by the Executive at its meeting on 4 February 2016

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

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

RECOMMENDATION:

That the Panel:

- 1. continue to support the work being undertaken to improve Customer Services and monitor performance through regular updates; and**
- 2. endorse the Action Plan as outlined at Appendix C.**

1. Executive summary

At its last meeting on 19 November 2015, the Panel received its latest regular update on Customer Services (Minute O&S.55/15 refers). During the debate on this update, the Panel reiterated its desire to see a far greater improvement in performance and therefore made the following decision:

Contact Centre Update

'That a clear action plan be produced for Customer Services and presented to the next Panel meeting on 14 January 2016 for its consideration.'

An action plan has subsequently been produced and is attached at Appendix C.

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

2. Background

- 2.1 Following the staffing changes during June 2015, there was a period where gaps in staffing in the contact centre provided some service delivery challenges. This report sets out how these challenges are being addressed.
- 2.2 Pressure should be eased on the service as transition occurs in respect of the move to new technology and as staff training is rolled out and embedded across the workforce.

3. Transformation Programme Update

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

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

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

Contact Centre Update

- 3.4 A 'Dragons Den' type approach was implemented to prioritise the remaining processes in order to deliver the maximum return on investment. A further benefit of this approach was that this also spread the officer effort across more services and therefore avoided taking key officers out of the business for extended periods of time.
- 3.5 The following table shows planned go-live dates for those remaining processes which are deemed to be high priority:

Service Area	Target go-live date (week commencing)
Council Tax	31/01/2016
Remaining Waste processes & linked Street Scene processes	31/01/2016
Further Environmental Health & Licensing processes	31/01/2016

4. Call Volumes and Performance

- 4.1 November 2015 saw a reduction in calls in comparison to the previous month. However, to provide some context, this was still 3,000 more calls than November 2014. In order to improve performance, it is of paramount importance that call volumes into the Contact Centre are reduced. The current call volume trends are outlined at Appendix A.
- 4.2 Footfall continues to decrease across all three sites (Follaton, Kilworthy and Okehampton).
- 4.3 Performance decreased slightly from 82% in October 2015 to 80.50%. A major contributing factor for this slight decrease was that 10 staff members attended a 2.5 day benefit course. In addition, 1046 court summons for Council Tax were sent on the same day for both authorities. The Panel will also note that, at present, sickness absence is running at 9%.
- 4.4 For the reasons detailed in paragraph 4.3 above, the percentage of calls answered within 20 seconds decreased from 51% in October 2015 to 46% and the average call answer time increased from 2 minutes in October 2015 to 2 minutes 25 seconds.

Contact Centre Update

- 4.5 The top 3 highest volume phone call types for November 2015 were:
1. Contact a planning officer;
 2. Waste - order recycling sacks; and
 3. Council Tax - make a payment over the phone.
- 4.6 When a customer calls the main council telephone number, there are two ways that they can be put through to the section they require. They can either use the Interactive Voice Response (IVR) and select Waste, Council Tax/Non domestic Rates or Building Control/Planning using their keypad or they can select any other enquiry or hold to go through to Switchboard. At present, the Contact Centre answers 82% of Switchboard calls within 60 seconds. To help gauge performance, Appendix B illustrates how our performance compares with that of other local authorities.
- 4.7 Once the new telephony system is in place, officers will review the performance figures to see if they are still relevant. A key consideration for the Council to prioritise is to decide whether a customer places greater emphasis on their call being answered within 20 seconds or whether they would be prepared to wait for 5 minutes on the basis that their call was then dealt with at the first point of contact.

5. Proposed Way Forward

- 5.1 Officers carry out constant demand analysis to ensure that the service is identifying 'failure demand'. These are calls that we consider unnecessary, where a change in process would mean the customer would not need to contact us. For example: customers calling to request replacement recycling sacks puts huge demand on the contact centre. This is being reviewed at present.
- 5.2 Officers continue to review the messages that are currently played to customers while they are waiting to ensure useful and timely signposting is used. The Council continues to promote the use of the automated telephone line and the Council website to direct customers with simple enquiries to a quick solution. Those customers who are successfully re-directed will negatively affect the % of calls answered performance figure. This can be monitored and officers have seen evidence of this happening on the Planning line, where we provide clear information regarding: Duty Officers, the website and portal details and what to do if your property is located within the Dartmoor National Park area.

Contact Centre Update

- 5.3 The Customer Self Service Portal or 'Your Account' has now launched for Waste and Planning. Furthermore, Council Tax is due to go live in January 2016.
- 5.4 The plan for how the Council interacts with its customers (The Channel Shift Plan) is currently under development. This plan will help us target cheaper forms of contact such as Short Message Service (SMS) and email to those people who want and can use it, rather than trying to encourage all customers to use these types of contact. Contact Centre staff will be actively signing customers up to the 'Your Account' facility on the website, which will increase call times in the short term, but will reduce call numbers in the long term.
- 5.5 Other agencies are being used to deliver less complex work for Development Management. Also, the service will shortly be passing work to similar 'on demand' services for Revenues and Benefits having just completed a free trial with a company.
- 5.6 Recruitment of vacant posts is still being prioritised by managers and agency staff are being used as a short term measure to backfill those unfilled vacancies.
- 5.7 Outstanding workloads and customer service measures are now being reviewed on a weekly basis by the Senior Leadership Team.
- 5.8 The website is being updated and Customer Services are being given key messages to reassure customers.
- 5.9 Case Management are cross training staff to provide greater resilience where there is a lack of expertise and reduce backlog processing where possible. Once staff are trained and the backlog is reduced, this should result in a reduction in call volumes.
- 5.10 Council Tax call wait times are currently longer than the service would like. Answering these calls requires a higher skill set and until W2 is live for all Council Tax processes, it takes trainees 6 months to become fully competent to deal with the variety of calls which come through on that line. There is also a need to review how reminders/correspondence is sent to customers. This could mean that batch reminders are sent on a daily rather than a weekly basis.

6. Staffing

- 6.1 Six permanent members of staff have been recruited. The one remaining role will be advertised in January 2016.

Contact Centre Update

6.2 Three members of staff are currently absent through long-term sickness and officers are actively working to manage them back to work. Two of these three members of staff are due to return to work in early January.

6.3 In respect of staff training:-

- One permanent member of staff left to receive Council Tax training and this will commence in January 2016
- Frontline staff at Kilworthy have been trained to provide phone support to the Contact Centre when they are fully staffed. This should help to make the service more resilient and enable for peaks in demand to be managed better.

7. Implications

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

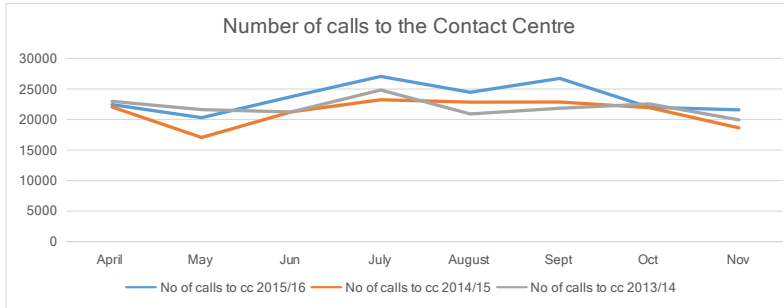
Supporting Information

Appendix A: Performance Report

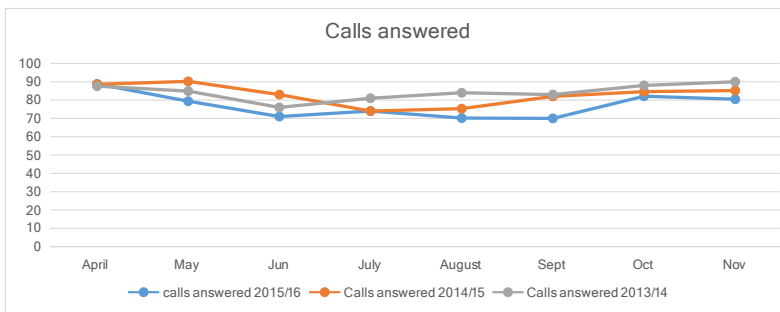
Appendix B: Comparison of other authorities

Appendix C: Action plan

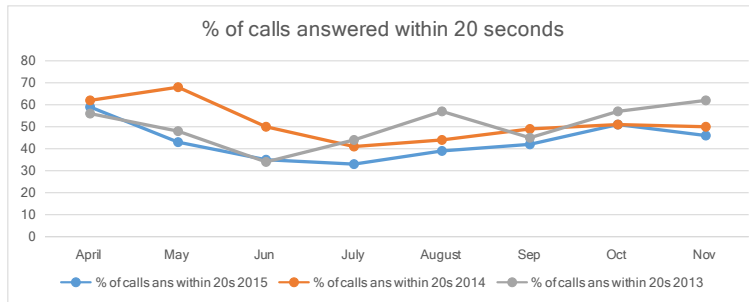
	April	May	Jun	July	August	Sept	Oct	Nov
No of calls to cc 2015/16	22436	20309	23744	27049	24461	26723	21995	21586
No of calls to cc 2014/15	22050	17060	21250	23239	22841	22863	21949	18630
No of calls to cc 2013/14	22978	21615	21242	24827	20915	21848	22549	19943



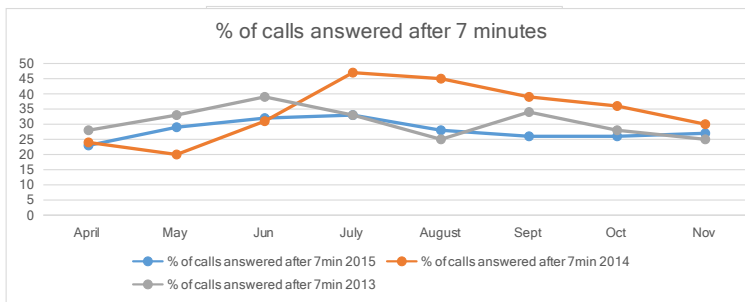
	April	May	Jun	July	August	Sept	Oct	Nov
calls answered 2015/16	88.8	79.4	71	74	70.2	70	82.1	80.5
Calls answered 2014/15	88.6	90.2	83	74	75.3	82	84.6	85.2
Calls answered 2013/14	87.6	84.9	76	81	84	83	88	90



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



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



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Comparison with other Local Authorities

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

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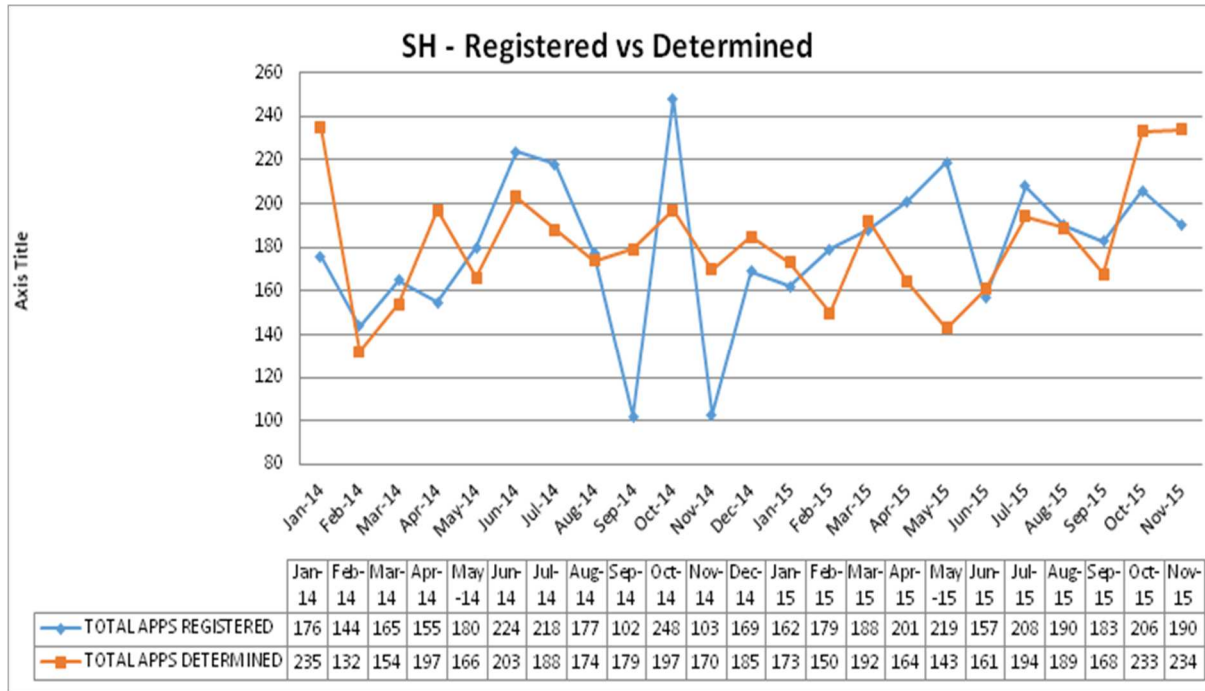
CONTACT CENTRE ACTION PLAN

Area	Action	Who	When	Comments
Contact Centre(CC)	Amend the greeting messages to provide information regarding the portal and website services	Anita L/ Lucy T	Jan 2016	This in in the process of being completed but as more processes are available online ensure messages are regularly refreshed and channel shift customers away from phone lines.
Council Tax(CT)	Outsource Council Tax backlog. Engage Meritec.	Kate H	Start w/c Jan 4th	Backlog under control before annual Council tax billing. Reduction of backlog will reduce calls chasing action on correspondence and improve accuracy of recovery action.
Case Management(CM)	Mitigate peaks in call volumes by managing outbound mail better and where possible avoiding large batches of letters	Kate H	Jan 2016	Work is being undertaken to move Council Tax outbound mail to Synertec. As well as saving on cost this will allow us to send batch mailings (reminders) on a daily basis
Case Management (CM)/Commercial Services(CS)	Failure demand analysis.	Kate H, Drew P, Jane Savage	Jan 2016	Targeting calls which are a result of failure demand. Reduced backlogs should reduce calls into the call centre. External companies being used for CT & Planning to reduce the backlog. Commercial Services are reviewing the blue sacks to either go to a re-useable bag or annual deliveries to reduce the calls coming into the Contact Centre.
Contact Centre(CC)	Work with CM and Commercial Services to produce an annual timetable to ensure we can prepare in advance for when extra resources are required.	Anita L/Kate H/Neil G	Jan 2016	Additional resources may be 'borrowed' from other areas e.g. Case Management or Localities, alternatively temporary staff could be used. Leave requests can also be managed as much as practicable.
Communications	Work with Communications to ensure that we are keeping customers updated on issues, call peaks etc. via social media and the website	Anita L / Lesley C	Jan 2016	Call volumes can be reduced just by keeping customers better informed of current issues.

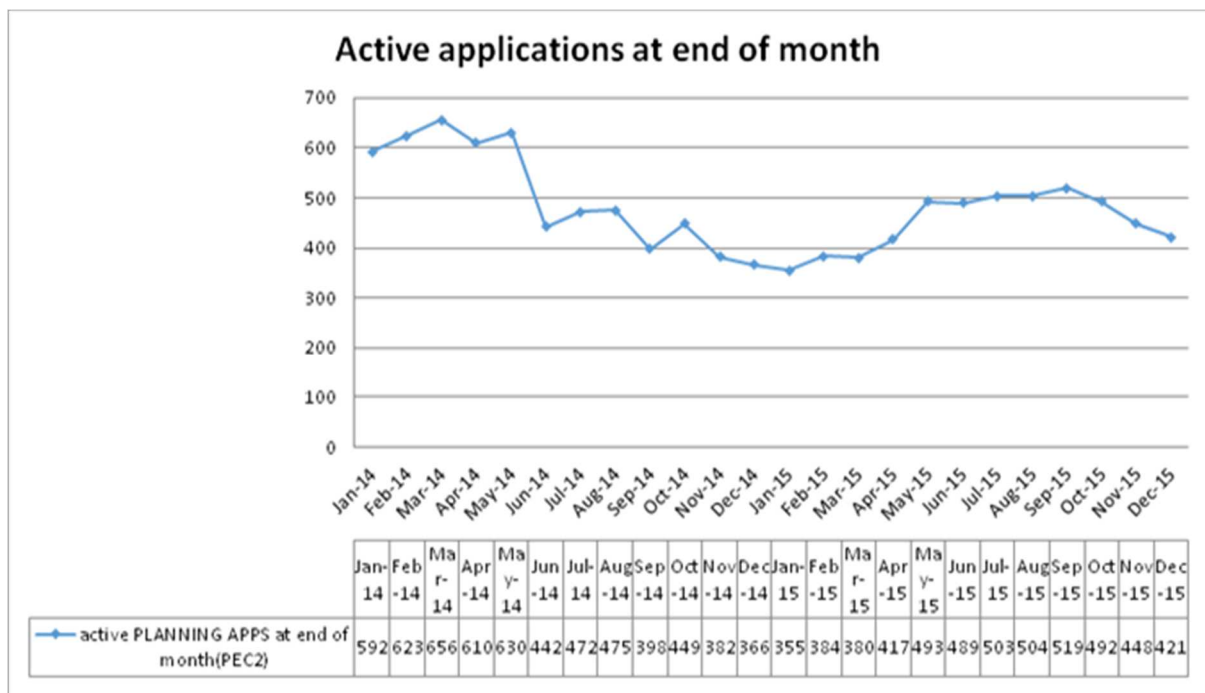
Contact Centre(CC)	Review the work the CC do, should it sit in CC	Anita, Louisa, Lucy & Mark	Jan 2016	Looking to allocate Switchboard to 1 dedicated person to see if this helps the CT pilots, reviewing outbound calls and where they should sit, deciding where the cut-off point is the CC or CM.
W2	EH and remaining waste processes to go-live	Transition team	February 2016	This will reduce demand as once a process is in W2 then customer will receive regular updates by text or email. Aware that some processes will shift work either from Contact Centre to CM or vice versa so this will need to be managed carefully. Legacy waste systems removed from contact centre.
W2	Council Tax Portal to go-live	Transition team	February 2016	Go-live of integrated processes in the portal will reduce incoming calls and post. Online Direct Debit a priority for CT.
Case Management(CM)	Training in areas where there is a lack of expertise at present.	Kate	Feb 2016-ongoing	Continued cross training of case managers to provide resilience. Ensure all areas are covered and all processes completed within their time-frame.
Contact Centre(CC)	Staff training	Anita L	April 2016	Ensure all permanent members of staff are trained to take Council Tax and Non Domestic Rates calls. Ensure face to face staff at Kilworthy are able to provide support to Contact Centre during busy periods eg starting to provide support for Council Tax and Waste. Possible switchboard cover in the future.
Contact Centre(CC)	New telephony	Anita L/Shane Carpenter	July 2016	This will give us more control over the reporting without the need to contact an outside firm or IT. Will enable the Contact Centre to interact with Lync allowing seamless transferring of calls to CM, speeding up call transfer. Added functionality will increase flexibility and fit better with new way of working. Will allow us to advise customers of their place in the queue.
Contact Centre(CC)	Review the telephone statistics that are used to measure performance	Anita L	Sep 2016	Ensure they are still relevant and reflect what is important to the customer. At the moment unable to change the parameters and amend reports, with new telephony should be able to tailor the stats to the new way of working.

Appendix 1

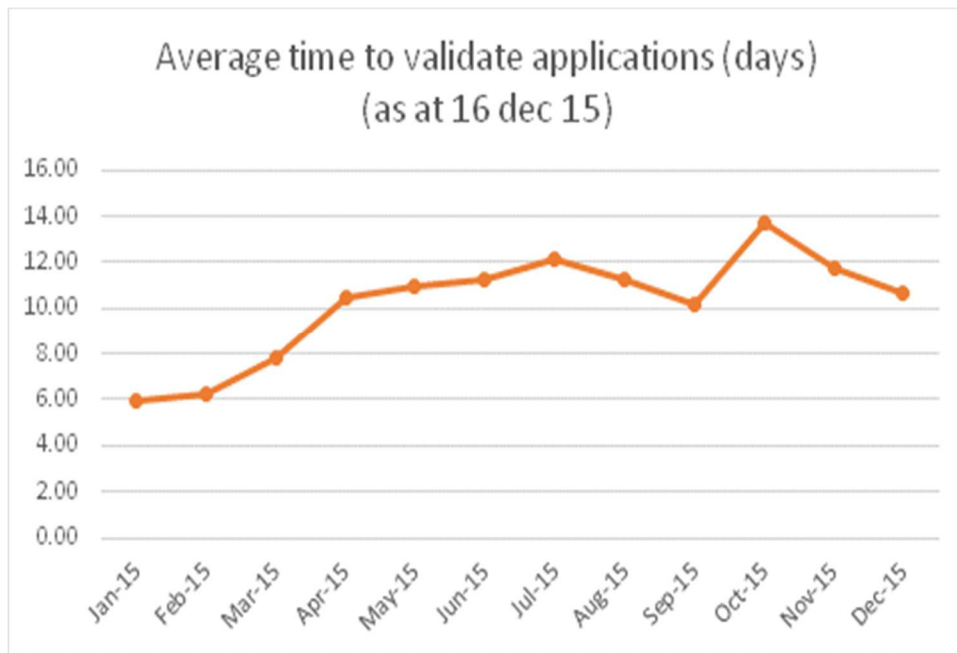
Graph 1.



Graph 2



Graph 3



Performance Report

Report to: Overview and Scrutiny Panel

Date: 14 January 2016

Title: QUARTER 2 PERFORMANCE INDICATORS

Portfolio Area: Strategy & Commissioning

Author: Specialist, Performance & Intelligence

Presented by: Cllr Michael Hicks

Recommendations:

- 1. That Members note the Key Performance Indicators for Quarter 2 and consider the action detailed to improve future performance.**
- 2. That Members agree a work program for the upcoming 'deep dive' reports or select an area of interest just for the next Meeting.**

1. Executive summary

- 1.1. The corporate balanced scorecard contains a number of performance indicators, which provide information on the overall service provided by the Council.
- 1.2. Q2 performance was below target for Average call answer time, Planning applications completed within timeframe, and Average end to end time for new benefit claims.
- 1.3. Due to tight timings, Q3 data isn't available for this meeting. This will become less of an issue as processes are pushed into W2 as reporting will be automated and accessible live for a much faster turnaround.

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 B&W and to include target information for context.

Performance Report

- 2.2. The Balanced Scorecard had suffered from scope creep over the years. Some measures were reported to O&S for interest rather than to fulfil a scrutiny role and generated questions rather than helping to provide answers.
- 2.3. The Performance Indicators are not designed to be used by operational managers to manage their teams; additional management information will be utilised by operational managers for that purpose. Members will have access to that information as and when requested
- 2.4. W2 will enable Members to access to live information on current service levels and volumetric data to all who want access via a web based performance dashboard. This will be rolled out as more processes are pushed into W2.

3. Outcomes/outputs

- 3.1. **Appendix A** contains the high level targeted performance information.
- 3.2. **Appendix B** contains the data only performance information for context and the detail of the targeted measures below target.
- 3.3. **Appendix C** contains the description of the targets chosen for the Balanced Scorecard
- 3.4. The streamlined approach will release resources to conduct more in-depth analysis and investigation of performance, concentrating on the data behind the high level performance measure.
- 3.5. The Overview & Scrutiny Committee (Internal) will set the timetable for these deep dives.

4. Options available and consideration of risk

- 4.1. All measures can be amended by Members if new areas of concern arise.
- 4.2. Increase access to information towards the end of the financial year may well remove the need for any additional measures reported as part of this report.

5. Proposed Way Forward

- 5.1. The Balanced Scorecard and background report as shown in the Appendices are approved by the committee
- 5.2. A schedule of proposed in-depth analysis reports are selected by the Overview & Scrutiny Committee (Internal) for the upcoming quarters.

Performance Report

5.3. To note that the specific T18 measures on the Balanced Scorecard are to be flexible – these will be altered and communicated dependant on the stage in the programme delivery – Moving from delivery to performance as the programme progresses.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	
Financial	N	
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
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

Appendix A – Corporate Balanced Scorecard

Appendix B – Background and Exception Report

Appendix C – Explanation of targets

Background Papers:

None

Approval and clearance of report

None

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Appendix A: Corporate Balanced Scorecard South Hams District Council

Community/Customer

Target	Q1	Q2	
55%			Overall waste recycling rate %
92kg			Residual waste per household
1 min			Average Call Answer Time
60%			% of enquiries resolved at first point of contact

Processes

	Major	Minor	Other	Description
Q1				% of planning applications determined within time frame Major(Statutory):Minor:Other
Q2				
Target	60%	65%	80%	

Target	Q1	Q2	Description
24 days			CS: Avg End to End time Benefits New Claims
11 days			CS: Avg End to End time Benefits Change of circumstances

Performance

Target	Q1	Q2	
90%	<i>No data</i>	<i>No data</i>	<i>EH: % of nuisance complaints resolved at informal stage</i>
1.5 days			Avg days short term sickness/FTE
10 days			Complaint response speed

Key

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

T18 Programme

Target	Q1	Q2	
Against Baseline	-		T18: Programme timescales on track
Spend Against Budget	-		T18: Performance vs. Budget
Against Baseline	-		T18: No. of Processes live
10% Increasing	-		T18: Ratio call/web submissions

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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.

PI Code & Short Name	Managed By	Q2 14/15	2014/15	Q2 2015/16		15/16	Comment (If Applicable)
			YTD or Total			YTD or total	
<p>Planning Enforcement (Enforcement Action: Retrospective Planning Application: Remedial Action: No Breach Found)</p> <p>The number of enforcement cases resolved by specific action - enforcement action (EA), retrospective planning application (RPA), remedial action (RA) or no breach found (NBF).</p>	Heather Nesbitt		E.A : R.P.A : R.A : N.B.F :	E.A. - R.P.A. - R.A. - N.B.F. -			No data available yet. Will be provided at O&S Meeting
<p>All: Complaints received</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	<p><i>Avg time available once process is in W2 (expected Jan)</i></p>
	Assets	1	5	Assets	0	0	
	Corporate Services	0	0	Corporate Services	0	0	
	Environment Services	26	48	Environment Services	23	39	
	Environmental Health	1	5	Environmental Health	0	0	
	Finance	0	0	Finance	0	0	
	ICT & CS	21	41	ICT & CS	18	30	
Planning, Economy & Community	18	30	Planning, Economy & Community	15	19		
<p>All: Compliments received</p> <p>Compliments logged against each Service per quarter. Highlights</p>	Assets			Assets	0	1	
	Corporate Services			Corporate Services	0	0	
	Environment Services			Environment Services	4	11	





12/06/15


PI Code & Short Name	Managed By	Q2 14/15	2014/15	Q2 2015/16		15/16	Comment (If Applicable)
			YTD or Total			YTD or total	
changes over time and the effects of initiatives.	Environmental Health			Environmental Health	3	3	
	Finance			Finance	0	0	
	ICT & CS			ICT & CS	15	22	
	Planning, Economy & Community		Total: 155	Planning, Economy & Community	4	9	
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	816	YTD 1508	357		1011	Equivalent to 1.1 days/FTE
Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	378	YTD 717	193		371	<i>Equivalent to 0.58 days/FTE</i>
Top 5 call types	Anita Ley		-	1) CST SH Planning - Current Application 2) CST Waste Management - Place order for recycling sacks 3) CST Revenues CT - Make a payment over the phone 4) CST SH Planning - Repeat call for Planning officer 5) CST Revenues CT - Balance enquiry		-	
Top 5 website views/trend	Tony Edgcumbe		-	1. Planning 2. Contact Us 3. Recycling and Waste 4. Dartmouth Lower Ferry 5. Dartmouth Park and Ride		-	
% of customer contact through online interaction Demonstrating channel shift	Kate Hamp		-	10.78%		10.75%	Processes starting to feed directly into W2 saving significant case management time. As customers are required to sign up for an account we have experienced a slight drop in web submission that should correct as more accounts are created. 500 people have signed up for online accounts so far.
Total number of online transactions	Anita Ley		-	6031			
Average call answer time	Anita Ley	2.49	1.40	3.21		2.46	Historical average around 1.5-1.6 minutes.

PI Code & Short Name	Managed By	Q2 14/15	2014/15	Q2 2015/16	15/16	Comment (If Applicable)
			YTD or Total		YTD or total	
The average time in minutes for a call to be answered. This time shows as an average over the quarter						Affected by time needed for training, awareness and familiarity as additional processes come on stream as well as slight increase in calls as the new web processes bed in.
% of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST	Anita Ley	72.33	62.67	66.50	72.33	
Average time taken for Disabled Facilities Grants (Fast track) (work days) The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.	Ian Luscombe		-			<i>No data available</i>

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Exception Report

Name	Managed by	Prev Stat us	Last Qtr	July 2015	Aug 2015	Sep 2015	Q2 2015/16		Action Response
			Q1	Value	Value	Value	Value	Target	
Average Call Answer Time The average time in minutes for a call to be answered. This time shows as an average over each month.	Anita Ley		2.11	3.22	3.29	3.11	3.2	1 min	More up to date data already presented to Cttee. This quarter experienced an average of 4000 more calls per month than the previous quarter. An additional 20% onto a system that was already running at maximum capacity. These additional calls would have a disproportionate effect on wait times as there is much more chance of calling when all CST were already fully utilised.
Avg End to End time Benefits New Claims (days)	Allison Lewis		30.2	29.8	31.5	26.1	29.2	24 days	Delays in processing new claims have been affected by various factors. A delay in receiving scanned post has added to the overall time taken in general. Due to increased call volumes in the CST a higher proportion of calls have been taken by the benefits team reducing the amount of time available to process new claims and changes of circumstances.
% of Applications determined within statutory time frame Major	Anna Henderson-Smith/Pat Whymer		-	0	15%	0	8%	60%	A number of applications that have been in progress for a significant period of time were finally completed in this quarter which would have been outside the statutory time frame before the quarter even begun which due to the low volume of applications has a significant effect on the statistics
% of Applications determined within statutory time frame Minor	Anna Henderson-Smith/Pat Whymer		-	27%	34%	22%	28%	65%	<p>The service has continued to experience the loss of permanent staff and the need to temporarily replace with agency staff whilst T18 progresses. It has not been possible to recruit on a permanent basis and as such this difficult period of transition continues to impact on performance.</p> <p>Case management measures have been put in place and whilst not all Government targets are being met, officers are managing to determine a good proportion of applications on target.</p>

Name	Managed by	Prev Stat us	Last Qtr	July 2015	Aug 2015	Sep 2015	Q2 2015/16		Action Response
			Q1	Value	Value	Value	Value	Target	
% of Applications determined within statutory time frame Other	Anna Henderson-Smith/Pat Whymer		-	44%	38%	45%	42%	80%	Transitioning to APP has taken a large amount of resource. As W2 processes start being used the pinch points within the processes can start to be managed better but delays in GIS and data transfers mean that some double handling is still occurring reducing the benefits of the new system

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Measure	Target	Explanation
Overall waste recycling rate %	55%	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	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg 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.
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	Spend against projected spend.
T18: No. of Processes live		Against projection
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.

HOUSEHOLD RECYCLING & WASTE (SHDC)

TASK & FINISH GROUP

MINUTES

24 September 2015

1230 Repton Room, Follaton House

Attendees: Cllr. Brazil, Cllr. Smerdon, Helen Dobby, Jane Savage, Terry Penhaligon,

1. Apologies: Cllr. Vint, Cllr. Hodgson, Cllr. Gilbert

2. Review of achievements including:

Procurement of refuse collection vehicles which have been fitted with a certain amount of telemetry as standard to allow the delivery team to better assess vehicle faults and crew's driving. New contracts for vehicle maintenance, haulage, and sales of materials have been let over the past year.

Educational work completed includes Junior Life Skills, annual service guides, schools work-shops, and bus hoarding advertising.

Response to legislative changes including TEEP and Controlled Waste Regulations.

Current position:

The collapse of the paper mill in February which SH recycled paper and card fed into had led to a loss of income, but we were able to revert to the original pricing arrangement in July. However, Members were informed of contamination problems which have affected the level of payment received for the clear sack materials.

Officers have met with representatives of Printwaste and are working to address the issue through better sorting at the depot and a public education campaign.

Actions outstanding:

Waste review service changes are expected to be introduced by April 2016.

In-cab technology tenders are currently being evaluated to ensure they are compatible with new T18 IT systems.

The Controlled Waste Regulation changes have allowed for more types of premises to be charged for waste collections and those that have been identified, are now using trade waste collections. A temporary project officer is currently being recruited to implement income generation opportunities and this will be a high priority to ensure that the more difficult to identify premises, such as holiday lets, are dealt with as quickly as possible.

Options are being drawn up to deal with the sack delivery issues highlighted at the previous meeting. These include consideration of an annual delivery system and reusable sacks for paper and card.

3. Conclusion of current T & F

The current task and finish group was concluded with the recommendation that EESP be informed.

4. AOB

Members asked what happens to the bottom ash from the MVV Plymouth Energy from Waste plant. Update post meeting: the bottom is being exported to The Netherlands from Victoria Wharf in Plymouth where it is being reprocessed and used in applications such as road surfacing. In the meantime, MVV continue to explore the potential to develop local reprocessing options.

The meeting was closed at 1400.

OVERVIEW AND SCRUTINY PANEL

DRAFT ANNUAL WORK PROGRAMME – 2015-16

Date of Meeting	Report	Lead Officer
25 Feb 2016	Executive Forward Plan	Kathy Trant
	T18 Programme Monitoring	Steve Jordan / Sophie Hosking
	Complaints Policy and Statistics	Catherine Bowen
	Health and Wellbeing Update	Ian Luscombe
	Quarter 3 Performance Indicators	Jim Davis
	Devon and Cornwall Housing: Governance Review and Annual Update	Paul Crawford (DCH)
	O+S Annual Report – First Draft	Darryl White
	Task and Finish Group Updates	
Page 65 Mar 2016	Executive Forward Plan	Kathy Trant
	T18 Programme Monitoring	Steve Jordan / Sophie Hosking
	Review of Locality Model	Nadine Trout
	Annual Complaints Review	Sophie Hosking
	Task and Finish Group Updates	
	LEAF and LAG Representatives	Darren Arulvasagam
	O+S Annual Report – Final Draft	Darryl White

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