

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

| | | | | | | | | | | | | | | | |
|--|---|--------------|---------------|------------|-------------|------------|--------------|-------------|--------------|------------|-------------|--------------|--------------|------------|--|
| Title: | Agenda | | | | | | | | | | | | | | |
| Date: | Tuesday, 6th June, 2017 | | | | | | | | | | | | | | |
| Time: | 2.00 pm | | | | | | | | | | | | | | |
| Venue: | Chamber - Kilworthy Park | | | | | | | | | | | | | | |
| Full Members: | <p style="text-align: center;">Chairman Cllr Yelland Vice Chairman Cllr Cheadle</p> <p><i>Members:</i></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>Cllr Baldwin</td> <td>Cllr Musgrave</td> </tr> <tr> <td>Cllr Cloke</td> <td>Cllr Pearce</td> </tr> <tr> <td>Cllr Evans</td> <td>Cllr Ridgers</td> </tr> <tr> <td>Cllr Kimber</td> <td>Cllr Roberts</td> </tr> <tr> <td>Cllr Leech</td> <td>Cllr Sellis</td> </tr> <tr> <td>Cllr McInnes</td> <td>Cllr Sheldon</td> </tr> <tr> <td>Cllr Moyse</td> <td></td> </tr> </table> | Cllr Baldwin | Cllr Musgrave | Cllr Cloke | Cllr Pearce | Cllr Evans | Cllr Ridgers | Cllr Kimber | Cllr Roberts | Cllr Leech | Cllr Sellis | Cllr McInnes | Cllr Sheldon | Cllr Moyse | |
| Cllr Baldwin | Cllr Musgrave | | | | | | | | | | | | | | |
| Cllr Cloke | Cllr Pearce | | | | | | | | | | | | | | |
| Cllr Evans | Cllr Ridgers | | | | | | | | | | | | | | |
| Cllr Kimber | Cllr Roberts | | | | | | | | | | | | | | |
| Cllr Leech | Cllr Sellis | | | | | | | | | | | | | | |
| Cllr McInnes | Cllr Sheldon | | | | | | | | | | | | | | |
| Cllr Moyse | | | | | | | | | | | | | | | |
| 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: | | | | | | | | | | | | | | | |

1. Apologies for Absence

2. Confirmation of Minutes

1 - 12

(External) Committee Meeting held on 21 March 2017

(Internal) Committee Meeting held on 18 April 2017

3. Declarations of Interest

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

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

4. Items Requiring urgent Attention

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

5. Committee Terms of Reference and Procedure Rules

13 - 16

6. Public Forum

17 - 18

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

7. Hub Committee Forward Plan

To follow

If any Member seeks further clarity, or wishes to raise issues regarding any future Hub Committee agenda item, please contact Member Services before **12 noon on Friday, 2 June 2017** to ensure that the lead officer(s) are aware of this request in advance of the meeting.

8. Quarter 4 Performance Indicators

19 - 34

9. Overview & Scrutiny: Annual Report

To follow

- 10. Joint Local Plan Update: Standing Agenda Item**
- 11. Rural Broadband: Verbal Update**
- 12. Task and Finish Group Update:**
 - (a) Future Approach to Arts**
- 13. Annual Work Programme 2017/18: Initial Thoughts** **35 - 36**
- 14. Member Learning and Development Opportunities Arising from this Meeting**

PART TWO ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED (if any)

If any, the Committee is recommended to pass the following resolution:-

"RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting the grounds that exempt information may be disclosed as defined in Part I of Schedule 12A to the Act".

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813662 or email darryl.white@swdevon.gov.uk

This page is intentionally left blank

Agenda Item 2

At a Meeting of the **OVERVIEW & SCRUTINY (EXTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **21st** day of **MARCH 2017** at **10.00 am**.

Present:

| | |
|------------------------------|----------------|
| Cllr D K A Sellis – Chairman | |
| Cllr R Cheadle | Cllr A F Leech |
| Cllr A Roberts | Cllr J Sheldon |
| Cllr L Watts | |

Head of Paid Service
Community Of Practice Lead: Housing,
Revenue and Benefits
Commissioning Manager
Specialist – Assets and Place Making
Senior Specialist – Democratic Services
Devon and Cornwall Housing Chief Executive

Also in Attendance: Cllrs D E Moyse; L Samuel and J Yelland

***O&S(E) 42 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs K Ball; D W Cloke, T G Pearce and B Stephens

***O&S(E) 43 CONFIRMATION OF MINUTES**

The minutes of the Meeting held on 11 October 2016 were confirmed and signed by the Chairman as a true and correct record.

***O&S(E) 44 DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting, but there were none made.

***O&S(E) 45 PUBLIC FORUM**

There were no issues raised during the Public Forum session at this meeting.

***O&S(E) 46 HUB COMMITTEE FORWARD PLAN**

The most recent (published March 2017) Hub Committee Forward Plan was presented for consideration. With no specific issues being raised, the Committee subsequently noted the contents of the Plan.

***O&S(E) 47 DEVON AND CORNWALL HOUSING**

The Chairman introduced Mr Paul Crawford (Devon and Cornwall Housing (DCH) Chief Executive) to the meeting and invited him to undertake a brief presentation that covered the following headline areas:-

- An External Environmental Update and how DCH was responding;

- Issues to consider in delivering affordable housing in West Devon; and
- Any Subsequent Member Question(s).

In the ensuing discussion, reference was made to:-

- (a) the proposal to relocate back office members of DCH staff. The Committee was advised that the intention of DCH was to take the service to their customers as opposed to them having to visit their offices. Members welcomed the proposal for some DCH staff to be relocated to Kilworthy Park and felt that this would create the opportunity for greater synergy and partnership working between the Council's officers and their DCH counterparts;
- (b) accommodation for elderly residents. A Member highlighted that his local Neighbourhood Plan had identified a shortage of housing provision for the elderly population and questioned what encouragement there was for developers to build suitable accommodation for elderly residents. In reply, the DCH Chief Executive highlighted the challenges and sensitivities relating to this matter, but stated that downsizing had to be encouraged to reverse this trend. In taking the point a step further, there was also an identified need to ensure that the right quality of housing was available to enable residents to downsize and the Council (as the Local Planning Authority) was therefore encouraged to hold active dialogue with developers in an attempt to address this matter;
- (c) the approach to empty properties. The Chief Executive informed that, on average, DCH had 1,500 empty vacancies in any one year. In addition, it was noted that the average turnaround time for empty properties to be re-filled was just over 20 days and approximately £2,200 was spent by DCH on each vacancy. For financial reasons, the organisation was committed to a quick turnaround of empty properties and it annually budgeted 0.5% of its total budget into a 'rent loss budget' (which equated to just over £500,000) in order to reflect the impact;
- (d) any damage and repair to DCH properties. The Committee was advised that DCH did pursue tenants for any losses incurred through damage and property repairs. However, it was acknowledged that collection rates were fairly poor and it was a judgement call in each instance to assess whether it was economical to pursue these tenants. Nonetheless, the organisation had an annual contingency write-off budget of £450,000 for such purposes. When questioned, the Chief Executive also confirmed that any such tenants would not be re-housed by DCH;
- (e) contact with DCH. Some Members shared their poor recent experiences of trying to make telephone contact with DCH. In reply, the Chief Executive was disappointed at these experiences and highlighted that the organisation had invested heavily in its Customer Contact Centre. It was therefore agreed that the matter would be taken up outside of this Committee meeting by the Members and the Chief Executive;

- (f) use of contractors. Having experienced some issues with contractors, it was confirmed that DCH's repairs service was now undertaken almost entirely by in-house employees;
- (g) the calculation of rental figures. Some Members sought clarity in respect of how DCH calculated its rental figures and cited a particular example whereby North Tawton residents were paying rental figures based upon the formula applied to Exeter residents. In reply, the Chief Executive informed that figures should be based upon the locality (and not Exeter as in this cited example) and he requested a conversation with relevant Members to look into this issue further. As an assurance, the Chief Executive also stated that it was not in the best interests of DCH to set rents too high as this led to properties either remaining vacant or incurring a high turnover of tenants;
- (h) the impact of planning policies. In urging the need for pragmatism, the Chief Executive stated that there was a direct correlation between how restrictive adopted planning policies were and the pace of housing delivery. In respect of viability, it was felt that 30% affordable housing per development was a realistic and attainable target to ensure delivery;
- (i) Devon Home Choice. To ensure that residents were in pole position to obtain a property in their preferred area(s) of choice, the Chief Executive encouraged Members to promote amongst their constituents the benefits of registering with Devon Home Choice.

In concluding the agenda item, the Chairman thanked Mr Crawford for his attendance, presentation and very informative responses to Member questions.

O&S(E) 48 ANNUAL REPORT

The Committee considered the Annual Report of the Council for 2016/17 and noted that its purpose was two-fold:-

1. To review the Council's progress over the last financial year; and
2. To set the scene for the upcoming year ahead.

In the ensuing debate, reference was made to:-

- (a) the visual presentation of the Report. As an externally facing document, a number of Members put on record their support for the format and visual presentation of the document;
- (b) the term 'Our Plan'. Some Members were of the view that the term 'Our Plan' was causing a great deal of confusion amongst the local community. In accepting the point, the Head of Paid Service replied that it was his intention for 'Our Plan' and the current number of strategic objectives to be revisited by Members later in the year;

- (c) the tone of the Finance Section. The view was expressed that the tone of the Finance Section was not necessarily reflective of the serious future funding pressures that were being faced by the Council;
- (d) distribution of the Report. Once the Report had been ultimately adopted by the Council at its meeting on 11 April 2017, it was intended that only a few copies would be printed with the promotion of the document being via the Council website. As a general point, a Member felt that, based upon the low attendance at the ongoing Joint Local Plan consultation events, the Council should revisit its approach to public engagement;

It was then:

RESOLVED

That the Committee **RECOMMEND** that the Hub Committee **RECOMMEND** to Council that:

1. the progress and achievements made by the Council be noted; and
2. the West Devon Annual Report (as outlined at Appendix A of the presented agenda report) for the 2016/17 Financial Year be adopted and published.

*** O&S(E) 49 NEW HOMES BONUS ALLOCATION TO DARTMOOR NATIONAL PARK AUTHORITY**

A report was considered by the Committee that described the details of the projects being funded by Dartmoor National Park Authority from the New Homes Bonus funds allocated to them by the Council.

In discussion, the following points were raised:-

- (a) Officers highlighted a discrepancy between the sums quoted in the presented agenda report (£22,129 and £24,136) and gave a commitment to provide clarity on these figures outside of the Committee meeting;
- (b) Having highlighted the number of alternative community funding streams that were currently administered by the Council, the Committee was of the view that a piece of work should be undertaken by officers with the objective of streamlining these sources of grant funding.

It was then:

RESOLVED

That the projects being funded by Dartmoor National Park Authority from the New Homes Bonus funds allocated by the Council be noted.

*** O&S(E) 50 UPDATE ON TAMAR TRAILS LEGACY**

The Committee considered a report that sought to familiarise Members with the background of the Tamar Trails and to provide an update on the current and future commitments and opportunities with respect to the 'Tamar Trails Legacy'.

In discussion, the Committee felt that the officer recommendation for an annual update did not sufficiently reflect its concerns over the financial implications arising from the Legacy. As a result, the following alternative recommendation was **PROPOSED** and **SECONDED** and on being put to the vote was declared **CARRIED**:-

'That an options appraisal be produced for the Tamar Trails Legacy with the primary aim of reducing the budget deficit for the consideration of the Hub Committee at a future meeting.'

In light of this decision, Members were also invited to submit their thoughts and suggestions on the Legacy to the lead officer before the options appraisal was produced.

It was then:

RESOLVED

1. That the report be noted; and
2. That an options appraisal be produced for the Tamar Trails Legacy with the primary aim of reducing the budget deficit for the consideration of the Hub Committee at a future meeting.

***O&S(E) 51 COMMITTEE DECISIONS LOG**

The latest version of the Committee decisions log was presented to the meeting.

With no debate or questions being raised on the log, it was then:

RESOLVED

That the published Decisions Log be noted.

***O&S(E) 52 DRAFT ANNUAL WORK PROGRAMME 2017/18 – INITIAL THOUGHTS**

The Committee gave initial consideration to its draft 2017/18 Work Programme and made reference to:-

- the wish for the Devon and Cornwall Housing Chief Executive to be invited to provide an annual update to a Committee meeting during early 2018;
- Cllr Sheldon being invited to provide an update at a Committee meeting early during the 2017/18 Municipal Year on rural broadband provision in the Borough;
- the Council's future approach to arts. Further to the decision to establish a Task and Finish Group to review the Council's future approach to arts, officers agreed to provide the relevant minute extract to Cllrs Cheadle and Roberts so that they could progress this review.

***O&S(E) 53 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES**

Committee Members felt that, assuming that the revised governance arrangements (that included the creation of only one Overview and Scrutiny Committee) were approved by the Council, there may be a need for some specific Overview and Scrutiny related training to be included in the Council's Member Learning and Development Plan.

(The meeting terminated at 12.40 pm)

Chairman

At a Meeting of the **OVERVIEW & SCRUTINY (INTERNAL) COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **18th** day of **APRIL 2017** at **2.00pm**.

Present:

Cllr C R Musgrave – Chairman
Cllr J Yelland – Vice-Chairman
Cllr M Davies
Cllr P Kimber
Cllr D E Moyse

Cllr J Evans
Cllr C Mott
Cllr P J Ridgers

Executive Director – Service Delivery and Commercial Development
Specialists Manager
Case Management Team Leader
IT Community Of Practice Lead
Specialist – Performance and Intelligence
Senior Specialist – Democratic Services
Contact Centre Manager

Also in Attendance:

Cllrs R Cheadle, D W Cloke, C Edmonds, A F Leech and J Sheldon

***O&S(I) 50 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs W G Cann OBE, L J G Hockridge and J R McInnes.

***O&S(I) 51 CONFIRMATION OF MINUTES**

The minutes of the Meeting held on 8 November 2016 were confirmed and signed by the Chairman as a correct record.

***O&S(I) 52 DECLARATIONS OF INTEREST**

Members and officers were asked to declare any interests in the items of business to be considered during the course of this meeting, but there was none made.

***O&S(I) 53 PUBLIC FORUM**

It was noted that no issues had been raised by the general public.

***O&S(I) 54 HUB COMMITTEE FORWARD PLAN**

The most recent (published March 2017) Hub Committee Forward Plan was presented for consideration.

In discussion, the Committee was provided with the following updates:

- The next Hub Committee meeting had been rescheduled to take place on Tuesday, 16 May 2017; and
- Additional items had since been added to the Forward Plan as below:
 - o 'Commercial Property Investment' – that was scheduled for consideration at a future Hub Committee meeting;

- 'Productivity Plan Joint Committee' – that was scheduled for consideration by the Hub Committee either in June or July 2017; and
- 'Update and Recommendations from the SH/WD Joint Steering Group – that was scheduled for consideration by the Hub Committee in September 2017.

O&S(I) 55 PLANNING PEER CHALLENGE ACTION PLAN UPDATE

The Committee considered a report that outlined the progress that had been made with implementing the Peer Review Action Plan that had arisen from the Planning Peer Challenge Team Visit conducted between 18 and 20 April 2016.

In discussion, the following points were raised:-

- (a) Having been informed of the success of the reinstatement of the Developer/Agents Forum, the Committee requested that specialist planning officers also be introduced to Members. In response to an additional request, it was also agreed that the key action points that were captured at Forum meetings would be circulated to all Members;
- (b) Whilst welcoming the fact that the Community Of Practice Lead had attended a number of town and parish council meetings to introduce himself and respond to questions, Members were still of the view that a number of parish councils often failed to understand the reasons for a planning decision that was contrary to their recommendation. As a result, the Committee asked for consideration to be given to additional explanatory information being circulated to town and parish councils with a copy of the formal decision notice;
- (c) With regard to the pre-application process, officers advised that a review was to be undertaken and it was accepted that a good quality pre-application service would be beneficial to the performance of Development Management;
- (d) The Committee congratulated officers on both the new Council website and planning portal and felt that both were more user friendly and, in line with the Channel Shift agenda, should be actively promoted amongst the local community and stakeholders;
- (e) Having been informed that an officer had recently been appointed by the Council to have specific responsibility for supporting neighbourhood planning groups, a Member sought more clarity around the exact role of this postholder. In reply, it was noted that the officer would primarily be responsible for ensuring that the Council was fulfilling its statutory obligations. Furthermore, the officer would also be the main point of contact for existing and interested neighbourhood planning groups.

In reply to specific requests, officers committed to let a Member know outside of the meeting the reason why the Council had seemingly not responded during the consultation phase for his local Neighbourhood Plan and, when considering that both a Neighbourhood Plan and Local Plan had equal weighting, how the Council proposed to manage a situation in the event of these Plans contradicting one another;

- (f) The Committee asked that, when it was presented with future update reports on the Action Plan, it also be in receipt of the latest set of related performance information.

It was then:

RESOLVED

1. That the progress made in implementing the Peer Challenge Action Plan be noted; and
2. That, when future Action Plan update reports are presented to the Committee, the latest set of related performance information is included.

***O&S(I) 56 Q3 PERFORMANCE MEASURES**

The Committee considered a report that presented the performance measures for Quarter 3. In summary, the report noted that performance measures for this Quarter had continued their upward trajectory in comparison to the previous quarter.

In discussion, reference was made to:-

- (i) reviewing the current measures and associated targets. Members were of the view that, since two years had passed since the last review, it would be timely for a Task and Finish Group to be established to review the current performance measures and their associated targets. As a result, it was agreed that this would be raised with the new Overview and Scrutiny Committee at its first meeting of the 2017/18 Municipal Year;
- (ii) the new telephony system. Officers informed that the new system was more intuitive and included features such as the provision for customers to be informed where they were in a queue and the ability to track a call in the event of a customer complaint;
- (iii) write-off reports. The Committee was reminded of the ability for Overview and Scrutiny to review write-off reports prior to their consideration by the Hub Committee.

It was then **RESOLVED** that:

1. the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report be noted; and
2. the Committee has reviewed the new online dashboards and has taken the opportunity to make comments (as outlined in the content of the minutes above).

***O&S(I) 57 IT UPDATE**

The IT Community Of Practice Lead provided a verbal update on the IT service.

In the ensuing discussion, reference was made to:-

- (a) evaluating the use of cloud hosting document editing solutions. When questioned, officers confirmed that they recognised the benefits of such solutions and the service was intending to undertake a pilot exercise in this respect. It was also confirmed that other local authorities were using cloud hosted email solutions;
- (b) Member iPads. Officers recognised that there was scope to provide additional support and training to Members on their Council iPads and it was agreed that some sessions would be scheduled into the Member Learning and Development Plan for this purpose;
- (c) the Meeting Calendar. In line with the requests made by the Member Development Steering Group, some Members welcomed the fact that the formal meetings calendar could now be downloaded on to the iPad Calendar. However, other Members highlighted that the wider membership had not been made aware of this application and emphasised the need for the IT service to improve its communication links with Members;
- (d) the front page of the Council website. A Member was of the view that it looked inefficient for an 'under construction' banner to have been on the front page of the Council website for such an extensive length of time. In reply, officers stated that they would review how this message was presented.

***O&S(I) 58 JOINT LOCAL PLAN – STANDING AGENDA ITEM**

Although a standing agenda item, the Committee was advised that an urgent meeting had been called for the Members of the Joint Local Plan Joint Steering Group that had led to a clash with this meeting.

In light of this previously unforeseen clash, the lead Hub Committee Member for Strategic Planning had offered to meet with the wider membership to provide them with an informal update outside of this meeting. The Committee proceeded to welcome this offer and asked that the necessary arrangements be made.

O&S(I) 59 TASK AND FINISH GROUP UPDATES

(a) T18 Review – Concluding Report

In consideration of the concluding report, the Committee made the following specific points:-

- The review had illustrated the lack of a detailed blueprint or plan throughout the Programme;
- A Member stated that it was almost impossible to imagine the Council undergoing such a monumental change project in the future. In addition, a Member highlighted the Programme timing coinciding with the 2015 local elections and felt that there were a number of unfortunate circumstances that had not helped with the implementation of the Programme;
- Whilst not in its Terms of Reference, Group Members gave an assurance that the Local Authority Controlled Company (LACC) project was in their minds during this Review. The view was also expressed that the LACC project had been an additional hindrance to the implementation of the Transformation Programme. In response, officers advised that a LACC Closure report would be formally presented to the Hub Committee during the summer months;
- When considering major projects in the future, there was a need for increased emphasis to be placed on Governance;
- In respect of the findings related to project management, the Committee was advised that half of the Specialist Manager (Support Services) role was now allocated to leading on major projects; and
- Having inherited such a difficult set of circumstances, a Member wished to put on record her thanks to the hard work and efforts of the two Executive Directors, who had worked tirelessly to ensure that the Programme had ultimately met its objectives.

It was then **RECOMMENDED** that the Hub Committee **RECOMMEND** to Council that the Task and Finish Group findings (as outlined at Appendix 1 of the presented agenda report) be noted and the conclusions also be noted and, where appropriate, be adopted for future significant projects.

***O&S(I) 60 COMMITTEE DECISIONS LOG**

The latest version of the Committee decisions log was presented to the meeting and, with no debate or discussion, it was:

RESOLVED

That the published Decisions Log be noted.

***O&S(I) 61 ANNUAL WORK PROGRAMME 2017/18 – INITIAL THOUGHTS**

The Committee took the opportunity to express its initial thoughts in relation to the 2017/18 Work Programme for the new Overview and Scrutiny Committee and, in so doing, noted that the Future Approach to Arts Task and Finish Group had now commenced its Review.

***O&S(I) 62 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING**

The following Learning and Development opportunities had been identified during this meeting:

- To arrange support and training sessions for Members on the functionality of their Council iPads; and
- The need for an informal Member update to be given on the Joint Local Plan.

***O&S(I) 63 CHAIRMAN'S CONCLUDING REMARKS**

Since this was to be the last meeting of the Overview and Scrutiny (Internal) Committee before it was subsumed into a combined Overview and Scrutiny Committee, the Chairman wished to thank all Members for their valued input and contributions to this Committee.

(The meeting terminated at 3.50 pm)

Chairman

Overview and Scrutiny Committee

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

1. Terms of Reference – General Role

1.1. The Council will appoint an Overview & Scrutiny Committee that will:

- review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- make reports and/or recommendations to the Council and any committee or joint committee in connection with the discharge of any functions;
- consider any matter affecting the area or its inhabitants;
- make reports and/or recommendations to the Council and/or its Committees and/or any joint committee on matters which affect the Council's area or the inhabitants of that area; ~~and~~
- eExercise the right to Call-in, for reconsideration, decisions made (but not yet implemented) by the Hub Committee;
- be able to appoint and discontinue Task and Finish Groups in accordance with its annual work programme; and
- be able to work in conjunction with the South Hams District Council Overview and Scrutiny Panel to avoid any duplication of effort and unnecessary insistencies in policy and findings between the two councils.

2. Specific functions

The Overview and Scrutiny Committee may:

2.1. Policy development and review

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

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

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

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

2.2. Scrutiny

- (i) hold the Hub Committee Members to account;
- (ii) review and scrutinise the performance of Committees and Council officers and decisions made both in relation to individual decisions and over time;
- (iii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iv) question Members of committees and senior officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects when necessary;
- (v) exercise the right to call-in, for re-consideration, decisions made by the Hub Committee but not yet implemented by any committee, where appropriate (see Procedure Rules in Part 4);
- (vi) make recommendations to the appropriate committee and/or Council arising from the outcome of the scrutiny process;
- (vii) review and scrutinise, with or without others, the performance and activities of other public bodies in the area on any relevant, general or specific issue;
- (viii) question and gather evidence from any person (with their consent) when necessary; and

- (viii) Exercise overall responsibility for the work programme of the officers employed to support their work

2.3. Partnership arrangements

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

2.4 Public Forum Procedures

(a) General

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

(b) Notice of Questions

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

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

- it relates to a matter within the functions of the Development Management & Licensing Committee;
- it is not about a matter for which the local authority has a responsibility or which affects the Borough;
- 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.

2.5 Finance

The Overview & Scrutiny Committee shall exercise overall responsibility for the finances made available to it.

2.6 Annual report

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

3 Proceedings of Overview and Scrutiny Committee

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

PUBLIC FORUM PROCEDURES

(a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, with any individual speaker having a maximum of three minutes to address the Committee.

(b) Notice of Questions

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

(c) Scope of Questions

An issue may be rejected by the Monitoring Officer if:

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

This page is intentionally left blank

Agenda Item 8

Report to: **Overview & Scrutiny Committee**

Date: **6 June 2017**

Title: **Q4 Performance Measures**

Portfolio Area: **N/A**

Wards Affected: **All**

Relevant Scrutiny Committee:

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

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

Author: **Jim Davis** Role: **Specialist – Performance & Intelligence**

Contact: **EXT:1493**
Email: jim.davis@swdevon.gov.uk

Recommendations:

1. **Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.**
2. **Members review the online dashboards: these include ones for O&S, Planning, and the CST, and feedback on any changes or requests for additional information.**

1. Executive summary

Performance measures for Quarter 4 have maintained a good level with only two measure at 'red' for this quarter.

The new dashboards have been developed in conjunction with Cllr Edmonds to display information in an easy to understand, graphical way. These are available online from any web-enabled device and can be used to monitor performance in between the O&S reporting cycle. There is a

regular update of the previous month's figures that occurs by the 3rd Wednesday of the month, for SLT to keep on top of performance issues.

The performance of the transactions on the website has continued to improve so much above the early 20% target that the target has become an irrelevance and will be reviewed and reconsidered as part of the wider performance measure review. Over a third of Workflow360 transactions came in online during Quarter 4 and with the implementation of the new website and simplified customer journeys in March over 50% of Contact and Report it processes are now being received that way. The portions of the DFG processes (Disabled Facilities Grants) completely under our control were turned around the same working day as applications were received during Quarter 4.

2. Background

The Balanced Scorecard has suffered from scope creep over the years where some measures are reported to Committee for interest rather than to fulfil a scrutinising role and generates questions rather than helps to provide answers. The new web-based performance dashboards provide monthly information up-to-date information to provide context against the report that comes to Committee and access to a much larger range of data to access if desired.

The T18 measures were becoming less useful at this stage of the programme with little change each quarter. They have been replaced with a section on online uptake that will focus on online transactions and will be extended in the coming quarters in line with the new website and the improved data available on its uptake.

3. Outcomes/outputs

Appendix A is the balanced scorecard – this contains the high level targeted performance information.

Appendix B is an information and exception report. This contains the data only performance information for context and the detail of the targeted measures which have fallen below target in the quarter being reviewed.

Appendix C contains the description of the targets chosen for the Balanced Scorecard

4. Options available and consideration of risk

Dashboards can be tailored by type, interest or area. We have created a customer contact centre dashboard, a planning and planning enforcement dashboard, and a replica of the information that forms part of this report.

Other dashboards can be created to explore other areas of concern/interest.

5. Proposed Way Forward

- 1) The Balanced Scorecard and background report as shown in the Appendices are approved.
- 2) Members view dashboards online and consider what other information they would want to be shown through the dashboards.
- 3) The Performance & Intelligence team develop terms of reference for a joint Task & Finish group, to be agreed at the next O&S meeting, for the proposed performance measure review.

6. Implications

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

| | | |
|--------------------|---|--|
| and Wellbeing | | |
| Other implications | N | |

Supporting Information

Appendices:

- Appendix A – Corporate Balanced Scorecard
- Appendix B – Background and Exception Report
- Appendix C – Corporate Balanced Scorecard Targets

Background Papers:

None

Corporate Balanced Scorecard

Community/Customer

| Q3 | Q4 | |
|----|----|--|
| | | Overall waste recycling rate % <i>(Awaiting data from DCC)</i> |
| | | Residual waste per household |
| | | Average no. of missed bins |
| | | CST: % of calls answered |
| | | CST: % of calls answered in 20 secs |

Online uptake

| Q3 | Q4 | |
|----|----|---|
| | | Ratio of benefit new claims web/post submissions |
| | | Ratio of benefit change of circumstances web/post submissions (IEG4) |
| | | Ratio call/web submissions (W2) |

Updated measures to replace the T18 programme measures that added little extra information.

Additional measures to better quantify online uptake and benefit to the council will be developed as the new website goes live.

Processes

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

| Q3 | Q4 | |
|----|----|--|
| | | Avg End to End time Benefits New Claims |
| | | Avg End to End time Benefits Change of circumstances |

Performance

| Q3 | Q4 | |
|----|----|--|
| | | EH: % of nuisance complaints resolved at informal stage |
| | | Avg days short term sickness/FTE |
| | | Complaint response speed |

Key

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

This page is intentionally left blank

Information Report

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

| Performance measure | Managed By | Q4 15/16 | 2015/16 | Q4 2016/17 | | 16/17 | Comment (If Applicable) |
|---|---------------------|-------------------------------------|---------------------|--|-----------------|-----------------------------|---|
| | | | YTD or Total | | | YTD or total | |
| Planning Enforcement | Pat Whymer | - | - | Enforcement cases closed: 24 Live enforcement cases: 96 Enforcement cases received: 43 Backlog closed: 6 Backlog remaining: 65 | | - | Figures for April: Enforcement cases closed: 7 Live enforcement cases: 128 Enforcement cases received: 39 Backlog closed: 0 Backlog remaining: 65 |
| All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives. | Area | Complaints rec. last qtr Q3 2016/17 | | Total | Avg Time (Days) | Total no. of complaints YTD | This breakdown of area and average time to complete timings is only available for the completed complaints. 68 complaints were logged during the quarter. 34 were service issues that were dealt with immediately and aren't formal complaints. There are only 6 remaining active processes that could be service issues or formal complaints but haven't been completed yet. Note: Service Issues – Some issues are logged as complaints as the customer has a justified concern. Often these are simple issues resolved by talking with the customer or are complaining through us against a third party. They don't form part of our formal complaints process but still are captured for improvement and analysis purposes <u>Ombudsman Complaints</u> 1 received during the quarter. Ombudsman upheld decision/solution proposed by the council before the complainant went to the ombudsman. |
| | Council Tax/NNDR | 3 | Council Tax/NNDR | 4 | 15 | 15 | |
| | Customer Services | - | Customer Services | 5 | 14 | 14 | |
| | Planning | 10 | Planning | 7 | 30 | 25 | |
| | Waste | 7 | Waste | 10 | 40 | 20 | |
| | Commercial Services | - | Commercial Services | 3 | 13.5 | 4 | |
| | Parking | - | Parking | 2 | 31 | 3 | |
| | Benefits | - | Benefits | 2 | 15 | 3 | |
| | EH | - | EH | 1 | 22 | 3 | |
| | Housing | - | Housing | | - | 1 | |
| | Total | 20 | Total | 34 | 26 | 34 | |
| Service Issues | 31 | Service Issues | 34 | 10 | 89 | | |



| Performance measure | Managed By | Q4 15/16 | 2015/16 | Q4 2016/17 | 16/17 | Comment (If Applicable) |
|--|-------------|-------------|--|--|--------------|---|
| | | | YTD or Total | | YTD or total | |
| <p>All: Compliments received</p> <p>Compliments logged against each Service per quarter. Highlights changes over time and the effects of initiatives.</p> | | | Information should be feeding through but there has been limited uptake of the process internally. | | | We are 'readvertising' in the Friday flash to encourage officers log them so we can keep a record of compliments that can be reported out easily. |
| <p>Long term sickness (days)</p> <p>Number of days lost due to long term sickness</p> | Andy Wilson | 95 | YTD 470 | 91 | 214 | <p>Equivalent to 1.1 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE</p> <p>Avg of 2.5days/FTE compared to 5.5 days/FTE for 2015/16</p> |
| <p>Short term sickness (days)</p> <p>Number of days lost due to short term sickness</p> | Andy Wilson | 60.6 | YTD 133 | 57.3 | 233 | <p>Equivalent to 0.67days/FTE for the quarter.</p> <p>Avg of 2.7days/FTE compared with 1.6days/FTE for 2015/16.</p> <p>Overall sickness for the year at 5.2 days/FTE this is low for the public sector and more similar to private sector sickness levels</p> |
| <p>CS: Top 5 call types</p> | Anita ley | | | <p>1) Revenues - Move 2) Domestic Waste - Missed Collection 3) General Other - Enquiry Dealt With 4) Revenues - Discount / Exemption 5) Revenues - General Balance Enquiry</p> | - | <p>Last Qtr 1) Revenues Move 2) Call in wrong queue 3) General -Other enquiry - Dealt with 4) Housing - New Enquiry call, transferred to CM 5) EH - New Enquiry call, transferred to CM</p> |
| <p>CS: Top 5 website views/trend</p> | Kate Hamp | | | <p>Issue with extracting information</p> <p>Moving to the new website and re-focusing on transactions, this measure will highlight processes started rather than page hits</p> | - | New role dealing with google analytics will start in June |

| Performance measure | Managed By | Q4 15/16 | 2015/16 | Q4 2016/17 | 16/17 | Comment (If Applicable) |
|---|-----------------|-------------|--------------|-----------------------|----------------------------------|---|
| | | | YTD or Total | | YTD or total | |
| CS: % of customer contact through online interaction Demonstrating channel shift | Kate Hamp | | - | 33.3% | Q3 26.2% | <p>Yet another milestone was reached during Q4 with a third of all W360 processes initiated online.</p> <p>The figures for April show that 50% of Contact and Report-It processes were initiated online. The other areas with less uptake are being addressed and should begin to show similar uptake in the figures towards the end of Q1.</p> <p>The new website with simplified and standardised scripts, that don't require customers to log in, make it far quicker and easier for the public to interact online. Halving the mouse clicks needed in most instances and smoothing the customer journey, especially when submitted by smartphone.</p> |
| CS: Total number of online transactions | Kate Hamp | | - | Workflow360(W2): 7365 | Via Workflow 360: 21091 | Number of online interactions continues to increase as well as the percentage of all contact through online means |
| CS: % of calls resolved at first point of contact Percentage of calls which are resolved at initial contact with CST | Anita Ley | 65% | 65% | - | - | <i>Measure no longer captured in new phone system. Online CST dashboard has more measures data updated monthly and broken down into call types and answer speed.</i> |
| Nuisance complaints Received | Ian Luscombe | | - | 125 | 285 | The nuisance process (covering noise, odours, smoke, etc) in Workflow360, has been updated to simplify the process for case managers and specialists and ensure consistency of use. |
| EH: Average time taken for Disabled Facilities Grants (Fast track) (work days) The total time, from when the application was received until the works are completed. Only a small | Ian Luscombe | | - | Same working day | 1 | <p>This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days.</p> <p>All applications received during the quarter were completed in the same working day as they were received.</p> |

| Performance measure | Managed By | Q4 15/16 | 2015/16 | Q4 2016/17 | 16/17 | Comment (If Applicable) |
|---|------------|-------------|--------------|---------------|-----------------|-------------------------|
| | | | YTD or Total | | YTD or total | |
| portion of this is under direct control of the Council. | | | | | | |

Exception Report:

No measures were at red this quarter.

| Performance measure | Managed by | Prev Status | Last Qtr | Jan 2017 | Feb 2017 | Mar 2017 | Q4 2016/17 | | Action Response |
|--|------------------------|---|----------|----------|----------|----------|------------|--------|---|
| | | | Q3 | Value | Value | Value | Value | Target | |
| % calls answered in 20 seconds | Anita Ley |  | 48% | 35% | 32% | 21% | 29% | 50% | An increase in call volumes was seen as expected after the Christmas period. We are seeing a reduction in the quick simple calls which is due to better routing in the new telephone system alongside the introduction of the new website. This does mean the Contact Centre are dealing with longer more complex calls which will increase average call length and wait times. Training has also taken place for the face to face staff to take switchboard calls at Tavistock and Okehampton when not serving customers. The implementation of this did take longer than expected but does seem to be working well at present. We will continue to monitor the progress and plan to introduce this at Follaton in due course. |
| Avg End to End time Benefits (New Claims) | Lorraine Muilneau x |  | 20.9 | 33 | 32 | 42 | 32 | 24 | No assessment work during the Christmas/New year period created a backlog that has been worked on for the rest of the period. The migration from Anite to W360 happened during January as well limiting work for a further week and increasing the backlog. This coupled with additional training and familiarization of a new systems has meant the backlog has been slower to clear than normal. During the transition some claims got misallocated and were not worked on for a significant period of time. This brought the average number of days up and whilst affecting the small number of claims involved didn't have an effect on the majority of claims processed. Times should start to improve for Quarter 1 going forward especially as a high percentage of new claims are being submitted online which speeds up processing times. |

This page is intentionally left blank

Explanation and value of targets for Balanced Scorecard measures

Italics for obsolete or updated figures

| Measure | Target | Explanation |
|--|------------|--|
| Overall waste recycling rate % | 58% | A combination of recycling, re-use & composting for household waste. A self-set stretching target based on historic collection rates and current ambitions |
| Residual waste per household | 31kg/month | The residual waste left after recycling and re-use. |
| 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. |
| <i>% of enquiries resolved at first point of contact</i> | 60% | <i>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.</i> |
| % of Applications determined within time frame Major | 60% | Statutory performance measure target |
| % of Applications determined within time frame Minor | 65% | Old statutory performance measure target |
| % of Applications determined within time frame Other | 80% | Old statutory performance measure target |
| Avg End to End time Benefits New Claims | 24 days | Time for processing new claims |
| Avg End to End time Benefits Change of circumstances | 11 days | Time for processing changes to existing claims |

| | | |
|--|--|---|
| % of nuisance complaints resolved at informal stage | 90% | Handling nuisance complaints informally saves time and money and often provides a more satisfactory outcome for all involved |
| Avg days short term sickness/FTE | 1.5days/qtr | Private sector average of c.6 days/year, Public sector average of c.8 days has informed this initially stretching target. Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues. Better sickness reporting via W2 will increase confidence in this figure and speed of reporting. Will be measured monthly from April onwards. |
| Complaint response speed | 30 days | Time to respond to a Level 1 complaints |
| <i>T18: Programme timescales on track</i> | <i>Against Plan</i> | <i>Performance against programme timelines. Recently re-baselined following agreement of milestones with Civica</i> |
| <i>T18: Performance vs. Budget</i> | <i>Under/over spend</i> | <i>Measure to compare the forecast spend on the programme at the end of the period to the actual spend. To judge budget control. Green: Actual spend less than planned Amber: Overspend of less than 5% Red: Overspend greater than 5%</i> |
| <i>T18: No. of Processes live</i> | | <i>Against baselined projection for the month. There is a rolling programme of processes being worked on together by the BDT and the services that is dependent on system fixes and adoption/buy in from the organisation.</i> |
| Ratio of benefit new claims web/post submissions (IEG4) | 80% | Ratio of submissions via the new IEG4 portal |
| Ratio of benefit change of circumstances web/post submissions (IEG4) | 20% | Ratio of submissions via the new IEG4 portal |
| T18: Ratio call/web submissions | 10% increasing over time Updated to 20% | 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. |
|--|--|---|

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE

DRAFT ANNUAL WORK PROGRAMME – 2017-18

| Date of Meeting | Report | Lead Officer / Member |
|------------------|---|------------------------|
| 11 July 2017 | Hub Committee Forward Plan | Kathy Trant |
| | Task and Finish Group Updates (if any) | |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| 8 August 2017 | Hub Committee Forward Plan | Kathy Trant |
| | Task and Finish Group Updates | |
| | Planning Enforcement Service Review | Kate Hamp / Pat Whymer |
| | Q1 Performance Indicators | Jim Davis |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| September 2017 | Hub Committee Forward Plan | Kathy Trant |
| | Task and Finish Group Updates | |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| 7 November 2017 | South Devon and Dartmoor Community Safety Partnership – Annual Update | Louisa Daley |
| | West Devon Citizens Advice Bureau – Annual Update | Louisa Daley |
| | West Devon CVS – Annual Update | Louisa Daley |
| | Hub Committee Forward Plan | Kathy Trant |
| | Locality Service: Twelve Month Review | Dil Lord |
| | Q2 Performance Indicators | Jim Davis |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| | Task and Finish Group Updates | |
| 16 January 2018 | Draft Budget 2018/19 | Lisa Buckle |
| | Hub Committee Forward Plan | Kathy Trant |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| | Task and Finish Group Updates | |
| 27 February 2018 | Q3 Performance Indicators | Jim Davis |
| | Executive Forward Plan | Kathy Trant |

| | | |
|------------|--|-------------|
| | Task and Finish Group Updates | |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| | | |
| 8 May 2018 | Q4 Performance Indicators | Jim Davis |
| | Hub Committee Forward Plan | Kathy Trant |
| | Task and Finish Group Updates | |
| | Joint Local Plan: Standing Agenda Item | Tom Jones |
| | | |