

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 27th February, 2018														
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 - 8**
Committee Meeting held on 16 January 2018
- 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. Public Forum** **9 - 10**
A period of up to 15 minutes is available to deal with issues raised by the public.
- 6. Hub Committee Forward Plan** **11 - 14**
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, 23 February 2018** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Ambulance Service Representatives**
- 8. Localities Team Update** **15 - 20**
- 9. Quarter 3 Performance Measures** **21 - 34**
- 10. Joint Local Plan: Standing Agenda Item**
- 11. Task & Finish Group Updates (if any):**

- (a) Partnership Grant Funding Review; and
- (b) Performance Measures

12. Rural Broadband Working Group Update (if any)

13. Annual Work Programme 2017/18

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 COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **16th** day of **JANUARY 2018** at **2.00 pm**.

Present: Cllr J Yelland – Chairman
Cllr R Cheadle – Vice Chairman

Cllr R Baldwin	Cllr D W Cloke
Cllr J Evans	Cllr P Kimber
Cllr A F Leech	Cllr D E Moyse
Cllr C R Musgrave	Cllr P J Ridgers
Cllr A Roberts	Cllr D K A Sellis
Cllr J Sheldon	

Head of Paid Service
Group Manager – Support Services and Customer First
Group Manager – Business Development
Section 151 Officer
Commissioning Manager
Senior Specialist – Place and Strategy
Specialist – Planning Enforcement
Senior Specialist – Democratic Services

Also in Attendance: Cllrs W G Cann OBE, C N Edmonds, B Lamb, J Moody, C Mott, G Parker, R F D Sampson and P R Sanders

- *O&S 61 APOLOGIES FOR ABSENCE**
Apologies for absence for this meeting were received from Cllrs J R McInnes and T G Pearce.
- *O&S 62 CONFIRMATION OF MINUTES**
The minutes of the Meeting of the Overview and Scrutiny Committee held on 7 November 2017 were confirmed and signed by the Chairman as a true and correct record.
- *O&S 63 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 and these were recorded as follows:

Cllrs A F Leech and J Yelland declared a personal interest in Item 7: 'Medium Term Financial Position 2018/19 Onwards' (Minute *O&S 66 below refers) and specifically the proposal to close the Okehampton Office by virtue of being local ward Members and members of Okehampton Town Council and remained in the meeting during the debate, but abstained from the vote on this proposal;

Cllr J Yelland declared a personal interest in Item 7: 'Medium Term Financial Position 2018/19 Onwards' (Minute *O&S 66 below refers) and specifically the recommendation of the Partnership Task and Finish Group to reduce the funding allocated to West Devon CVS. Cllr Yelland declared this interest by virtue of her being a volunteer for this organisation and remained in the meeting during the debate, but abstained from the vote on this matter;

Cllr J Evans declared a personal interest in Item 14: 'Residential Property Purchase Due Diligence' (Minute *O&S 73 below refers) by virtue of attending a Parish Council meeting for which she was a Member. In declaring this interest, Cllr Evans emphasised that she had also declared a personal interest at the Parish Council meeting and had expressed no opinions or voted on any decisions at this meeting. Whilst remaining in the meeting during consideration of this agenda item, Cllr Evans abstained from the vote on this matter; and

Cllr R E Baldwin declared a personal interest in Item 14: 'Residential Property Purchase Due Diligence' (Minute *O&S 73 below refers) by virtue of being the local Ward Member and remained in the meeting during consideration of this agenda item, but abstained from the vote on this matter.

***O&S 64 PUBLIC FORUM**

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

***O&S 65 HUB COMMITTEE FORWARD PLAN**

There were no issues raised during consideration of the most recently published Hub Committee Forward Plan.

***O&S 66 MEDIUM TERM FINANCIAL POSITION 2018/19 ONWARDS**

Members were presented with a report that asked for consideration of the draft Budget proposals for 2018-19.

In discussion, the following points were raised:-

- (a) Some Members expressed their disappointment that the findings of the Financial Stability Member Working Group were not ready in time for consideration at this meeting. In accepting the point, some Members of the Working Group advised that the Group recommendations were likely to have a greater impact on the Budget setting process for 2019/20 and beyond;
- (b) A Member expressed her wish that, as part of its review into car parking charges for 2018/19, the Car Parking Strategy Group give serious consideration to all fee paying car parks. The Member also requested that this review include an investigation into the merits of whether or not Kilworthy Park Car Park should be added to the list of fee paying car parks. Another Member was of the view that the additional income target for car parking was too ambitious, particularly in light of the suggestion that an increase in parking fees would have no impact on usage;
- (c) In response to some queries relating to Housing Benefit recoveries of overpayments, it was noted that a detailed report on this matter would be presented to the Audit Committee meeting on 20 March 2018. Similarly, in reply to a question regarding the Council's current Treasury Management performance, officers also informed that the latest Strategy would be considered by the Hub Committee at its meeting on 13 March 2018;
- (d) Having been assured that there would be a number of alternative options (e.g. the ability to pay by cash or cheques via Paypoint or at a local Post Office), it was **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:

'The Committee support the proposal to remove the facility for accepting cash and cheques at Council premises (excluding Car Parks) from 1 April 2018.'

- (e) Such were the severe budgetary pressures facing the Council that the Committee was supportive of the proposal to close the Okehampton office. Indeed, it was **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:

'Subject to a Communication Plan being produced in consultation with local ward Members and an alternative service provision being available, the Okehampton office should be closed with effect from 1 April 2018, resulting in a saving of £82,000.'

- (f) Due to its unpredictable nature, a Member of the Invest to Earn Working Group warned that the income target of £100,000 that was proposed to be built into the Council's Base Budget from investments in commercial property was by no means guaranteed;
- (g) A number of Members expressed their serious reservations at the proposal to implement a practice whereby Committee agendas are not printed and posted out to Members. As a result, it was **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:

'The Hub Committee be advised that the Overview and Scrutiny Committee has serious concerns at the proposal to no longer print and post out Committee agendas to Members.'

- (h) With regard to the recommendations of the Partnership Task and Finish Group (as outlined at Appendix F of the presented agenda report), a detailed debate ensued.

In support of the recommendations, some Members highlighted that the Council had entrusted a Task and Finish Group to undertake a review and their views should be supported. In addition, other Members stated that, in light of the budgetary pressures facing the Council, it was absolutely necessary for such difficult (and unpopular) decisions to be taken.

In contrast, other Members emphasised the reputational damage arising from these recommendations and particular concerns were highlighted over the proposed reductions to the CVS, CAB and the Tavistock and Okehampton Ring and Ride Schemes. As a result, the following motion was **PROPOSED** and **SECONDED** as follows:

'That the Partnership Task and Finish Group recommendations be supported, with the exception of those related to the CVS, CAB and the Tavistock and Okehampton Ring and Ride Schemes. In respect of those four Partnerships, their funding levels for 2018/19 should be retained at the 2017/18 level to enable for the success of the Community Lottery Scheme to be evaluated next year.'

When put to the vote, this motion was declared **LOST**.

It was then **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:-

'The Committee support each of the recommendations of the Partnership Task and Finish Group (as outlined at Appendix F of the presented agenda report).'

- (i) With regard to the proposed increase in Council Tax for 2018/19, the meeting was of the view that, whilst it was again regrettable, the Council had no choice other than to increase Council Tax for 2018/19 by 2.99% and a motion was **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** to that effect.

It was then:

RESOLVED

That, as part of the 2018/19 Budget Setting process, the Hub Committee take into account the views of the Overview and Scrutiny Committee (as detailed in the minutes above).

***O&S 67**

PLANNING ENFORCEMENT SERVICE REVIEW

Members considered a report that sought to recommend the adoption of a Local Enforcement Plan and a Planning Enforcement Member Engagement Protocol. In addition, the report also sought Member endorsement of a series of proposed actions.

In discussion, the following points were raised:-

- (a) Such was the importance of the Planning Enforcement function that the Committee requested that the Plan, Protocol and Actions be reviewed a further six-months after their adoption;
- (b) In terms of general service performance, Members recognised that progress had been made, but also emphasised the importance of maintaining this upward trend to ensure that trust and confidence were regained amongst town and parish councils and local residents;
- (c) A minor amendment was made to the Plan (Appendix A, paragraph 5.13 refers) to include reference to a planning application being invited 'within a timeframe to be agreed between the applicant(s) and the Council';
- (d) Some Members requested receipt of statistics related to how many Enforcement Notices had been served by the Council (and the average time taken to determine these) in the last twelve months. In making this request, the importance of the legal function giving priority to the serving of Notices was also stated;
- (e) The production of the Enforcement Case lists by Ward (and not by Parish) was welcomed;

- (f) In light of there being some very minor numerical and typographical errors identified, it was suggested that Delegated Authority be given to the Community Of Practice Lead, in consultation with the lead Hub Committee Member for Customer First, to make any necessary minor amendments prior to the Plan, Protocol and Actions being finally adopted.

It was then:

RESOLVED

That the Hub Committee be **RECOMMENDED** to-

1. adopt the Local Enforcement Plan (as outlined at Appendix 1 of the presented agenda report);
2. adopt the Planning Engagement Member Engagement Protocol (as outlined at Appendix 2 of the presented agenda report);
3. endorse the proposed Actions (as set out in Section 4 of the presented agenda report);
4. delegate authority to the Community Of Practice Lead Development Management, in consultation with the lead Hub Committee Member for Customer First, to make any minor amendments to the Plan, Protocol and Actions prior to their adoption;
5. note that the Overview and Scrutiny Committee has requested inclusion in its Future Work Programme of a review within the next six months of this Plan, Protocol and Actions being adopted.

***O&S 68 JOINT LOCAL PLAN UPDATE**

The Lead Member for Strategic Planning and Housing gave a verbal update on progress with the Joint Local Plan (JLP).

In so doing, reference was made to:

- (a) the timetable for the Examination of the Plan currently indicating that issues solely relating to West Devon were to be considered on Thursday, 1 March 2018;
- (b) the tremendous amount of work being undertaken by officers;
- (c) a recent appeal decision that had seen the Inspector give the JLP significant weight when making his/her decision. Both the Committee and the lead Member recognised this to be an important step;

(d) the five year land supply. The lead Member informed that the matter of whether or not the Council currently had a five year land supply was a confused picture that would not be wholly resolved until the JLP was formally adopted. Unfortunately, the Member proceeded to inform that this was inevitable when moving away from an out of date Local Plan to a new version.

***O&S 69 TASK AND FINISH GROUP UPDATES**

(a) Partnership Grant Funding Review

The Chairman confirmed that this Group would be retained with the primary focus being to make recommendations for partnership funding contributions for 2019/20 and beyond.

(b) Performance Measure

The Committee was of the view that contact should be made with South Hams District Council to ask if their Members now wished to restart this joint Review.

***O&S 70 RURAL BROADBAND WORKING GROUP UPDATE**

By way of an update, the Chairman of the Working Group advised that, at its last meeting in December 2017, a request had been made for representatives from Connecting Devon and Somerset to be invited to attend a future Committee meeting. At the time of this meeting, a response to this invite was still awaited.

***O&S 71 ANNUAL WORK PROGRAMME 2017/18**

The Chairman introduced the latest version of the Work Programme for the next 12 months. The Chairman advised that, assuming that the Ambulance Service representatives confirmed their ability to attend the next Committee meeting, then she would be requesting receipt of questions in advance.

***O&S 72 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

The Chairman highlighted the success of the recent Overview and Scrutiny training and thanked officers for arranging this session.

In addition, the Committee noted that IT Drop-in sessions had now been arranged to take place during the afternoons of Monday, 5 February and Tuesday, 6 February 2018.

***O&S 73 RESIDENTIAL PROPERTY PURCHASE DUE DILIGENCE**

(Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

A report was presented in light of Council, at its meeting on 5 December 2017, making the following decision (Minute CM 43(d) and HC 53 refers):

‘That the Scheme be supported in principle to formally agree to acquire up to 18 residential units (as outlined in Appendix 3 of the presented agenda report to the Hub Committee), subject to both the Overview and Scrutiny Committee first undertaking a review and specialist external legal and treasury management advice being obtained.’

A detailed debate took place on the proposal during which some reservations were raised. However, the majority of Members were of the view that, in principle, the proposal was an excellent one and the financial risk to the Council was fairly small when considering the potential rewards that the scheme could generate.

It was then **PROPOSED** and **SECONDED** and when put to the vote declared **CARRIED** that:

RESOLVED

That the Committee has reviewed the due diligence proposed and completed (as outlined in the presented agenda report) and is suitably assured that the decision taken by the Council at its meeting on 5 December 2017 (Minute CM 43(d) refers) can take immediate effect.

***O&S 74 RE-ADMITTANCE OF PUBLIC AND PRESS**

Having been **PROPOSED** and **SECONDED**, it was then declared **CARRIED** that the public and press be re-admitted to the meeting.

***O&S 75 CHAIRMAN’S CONCLUDING REMARKS**

Since this was the last scheduled Committee meeting before the Head of Paid Service left the employ of the Council, the Chairman paid tribute to the tremendous support and advice that he had given to the Committee and, on behalf of the Committee, proceeded to wish him every success for the future.

(The meeting terminated at 5.45 pm)

Chairman

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

WEST DEVON BOROUGH COUNCIL: HUB COMMITTEE FORWARD PLAN

This is the provisional forward plan for the four months starting 13 March 2018. It provides an indicative date for matters to be considered by the Hub Committee. Where possible, the Hub Committee will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

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

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

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

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

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

Cllr Sanders – Leader

Cllr Samuel – Deputy Leader

Cllr Sampson – Lead Member for Commercial Services

Cllr Moody – Lead Member for Health and Wellbeing

Cllr Oxborough – Lead Member for Economy

Cllr Jory – Lead Member for Environment and Assets

Cllr Mott – Lead Member for Customer First

Cllr Edmonds - Lead Member for Resources and Performance

Cllr Parker – Lead Member for Strategic Planning and Housing

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

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

DECISIONS TO BE TAKEN BY THE HUB COMMITTEE

Service	Title of Report and summary	Lead Officer and Member	Decision maker	Anticipated date of meeting	
				Hub Committee	Council
Support Services	Treasury Management Strategy for 2018/19 – to set out the Strategy for the Council’s investments together with associated prudential indicators	LB/Cllr Edmonds	Council	13 March 2018	27 March 2018
Customer First	Accommodation review	DA/CB/ Cllr Jory	Hub Committee	13 March 2018	27 March 2018
Commercial Services	Waste policy review	NJ/JS/Cllr Sampson	Council	13 March 2018	27 March 2018
Commercial Services	Parking Strategy	EW/Cllr Sampson	Council	13 March 2018	27 March 2018
Strategy and Commissioning	Annual Report	NT/Cllr Sanders	Council	24 April 2018	22 May 2018
Support Services	Medium Term Financial Strategy for 2019/2020 onwards	LB/Cllr Sanders	Council	24 April 2018	22 May 2018
Support Services	GDPR / Data Protection 2018 Compliance	DA/Cllr Edmonds	Council	24 April 2018	22 May 2018
SLT	Transformation Programme Closedown – to provide a closedown report of the T18 Transformation Programme	LB/Cllr Sanders	Hub Committee	24 April 2018	22 May 2018
Strategy and Commissioning	Corporate Plan	NT/Cllr Sanders	Council	24 April 2018	22 May 2018
Customer First	Regulatory Reform Policy on Disabled Facilities Grants	IL/Cllr Moody	Council	24 April 2018	22 May 2018



Customer First	Discretionary Rate Relief awards	IB/Cllr Moody	Hub Committee	5 June 2018	24 July 2018
Support Services	IT Procurement	NH/ Cllr Edmonds	Council	5 June 2018	24 July 2018
Customer First	Homelessness Strategy Year 2	IB/Cllr Moody	HUB committee	5 June 2018	24 July 2018
Customer First	Affordable Housing Supply	DA /Alex Rehaag Cllr Jory & Parker	Council	5 June 2018	24 July 2018
Strategy & Commissioning	Income Generation opportunities	DA / Cllr Jory	Council	5 June 2018	24 July 2018
Customer First	JLP earliest return – followed by SPD	TJ/Cllr Parker	Council	5 June 2018	24 July 2018

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

SH – Sophie Hosking – Head of Paid Service

LB – Lisa Buckle – Section 151 Officer

HD – Helen Dobby – Group Manager Commercial Services

SM – Steve Mullineaux – Group Manager Support Services and Customer First

CB – Chris Brook – COP Lead Assets

JS – Jane Savage – Lead Specialist Waste Strategy

IL – Ian Luscombe – COP Lead Environmental Health

CBowen – Catherine Bowen – Monitoring Officer

DA – Darren Arulvasagam – Group Manager Business Development

SLT – Senior Leadership Team

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

LC – Lesley Crocker – COP Lead Communications

RS – Rob Sekula

RH – Rob Harkness



Agenda Item 8

Report to: **Overview and Scrutiny Committee**

Date: **27 February 2018**

Title: **LOCALITIES TEAM UPDATE**

Portfolio Area: **Customer First**

Portfolio holder: Cllr Mott

Wards Affected: **All**

Relevant Scrutiny Committee: **N/A**

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

Date next steps can be taken:

Any recommendations will be published to the Hub Committee on 12 March 2018

Author: **Catherine Bowen** Role: **Case Management Manager**
Richard Easthope **Localities Team Leader**

Contact: Catherine.Bowen@swdevon.gov.uk
Ricahrd.Easthope@swdevon.gov.uk

RECOMMENDATIONS

- 1. To note the progress made in the Localities Team and to make any necessary recommendations.**

1. Executive summary

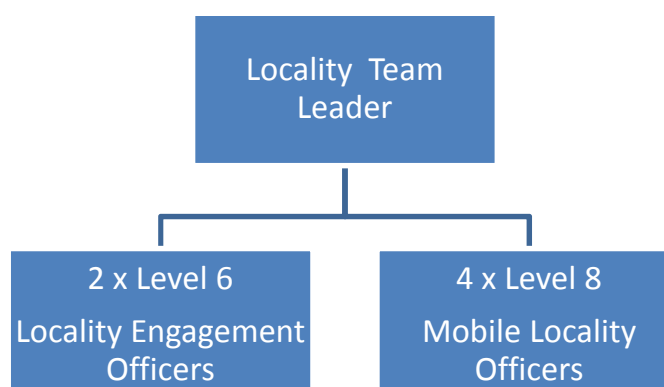
- 1.1** The Localities Manager brought a report to the Overview & Scrutiny (Internal) Committee in September 2016, detailing how the Localities service had been operating in the first 14 months since its inception in the summer of 2015, with further details on future plans to develop the locality service to continue to meet Council needs. The Overview & Scrutiny (Internal) Committee recommended that the locality model should continue to operate pending ongoing monitoring and a further report to be brought back in 12 months (minute O&S(I) 26 refers).
- 1.2** Some changes have taken place in the structure and operation of the Localities Services since the previous report, not least of which is that the

Localities Service has been brought within Customer First under the Case Management Manager, and a Localities Team Leader, was appointed in October 2017 to directly manage the Team in line with the structure of other Case Management teams across the organisation. Given the broad range of activities carried out by the Localities Team, regular updates are given to the Group Managers for both Customer, First & Support Services and Commercial Services.

- 1.3 In essence, the Localities Team acts as a liaison and support service providing information and support to Members, multi-agency partners, residents and officers on a wide range of resident-facing Council services.
- 1.4 Locality working was a key and innovative part of the Council's transformation programme, and the Localities Team has now been in operation for two and a half years. The Service continues to evolve and covers service elements previously covered by a number of departments across the Council. Work delivered by this focussed Localities Team continues to be well received both within the Council and by residents and partners.

2. Background

- 2.1 The Locality Team was a new service which came into operation in June 2015. The locality service acts as a liaison and support service which undertakes work on behalf of a number of services across the organisation. There are three distinct job roles in the locality service as shown in the diagram below:



2.2 Mobile Locality Officers

There are four Mobile Locality Officers who cover designated areas across West Devon. These officers are paid a Level 8 salary and are each equipped with a Council vehicle, and iPad. These officers undertake a wide range of routine tasks and continue to undergo extensive training to help them fulfil their roles. Current IT provision means Mobile Locality Officers are manually issued their workload on a daily basis via email. They receive work requests during the course of their day via iPads.

2.2.1 Mobile Locality Officer Tasks

Types and range of tasks undertaken by Mobile Locality Officers include:

- a. Regular information gathering (normally the supply of photos or the completion of short forms) for Assets, Council Tax, Elections, NNDR, Planning Enforcement and Environmental Health and Commercial Services.

- b. Property inspections including toilet checks and fire alarm testing
- c. Abandoned vehicle reports
- d. Fly-tipping reports
- e. Dog patrols
- f. Planning notices (and individual householder notifications)
- g. Private water supply quality testing
- h. Tree inspections to assess the condition of the trees
- i. Environmental nuisances
- j. Waste and cleansing issues – meeting with customers to resolve issues and encourage recycling
- k. Disabled Facility Grant Visits
- l. Identifying street defects for repair / replacement

2.2.3 It is important to note that many of the tasks undertaken by Level 8 Locality Officers were previously undertaken by a range of specialist officers in the organisation who were paid Level 6 and above. The targeted use of Mobile Locality Officers for these tasks is therefore much more cost effective. For example, the average hourly rate of a qualified Planning Officer is over £5 more per hour than a Mobile Locality Officer. When one considers approximately 1,000 planning notices are posted over the course of the year the savings soon stack up.

2.2.4 The workload of Mobile Locality Officers, whilst varied, is felt to be manageable. Online daily record sheets are in place to ensure individual workload is monitored. Plans are underway to introduce further support to other areas- see below.

2.3 Locality Engagement Officers

There are two Locality Engagement Officers one covering the North of the Borough the other covering the South. These officers are paid a Level 6 salary and are agile workers using their own vehicles for travel, working mainly within their defined community areas. Their role is to provide a locality level, face to face point of contact improving the customer experience by creating a seamless response to customer need.

2.3.1 Locality Engagement Officer Tasks

Types of tasks undertaken by Locality Engagement Officers include:

- a. Handling the locality inbox – this is the main conduit for all locality communication and work requests. Around 6,500 individual requests for Mobile Locality Officer work, are managed through the inbox each year.
- b. Attendance at engagement events and Link Meetings to inform residents of Council services.
- c. Interacting with special interest groups and partners.
- d. First point of contact for Members and communities unsure of how to progress or remedy issues and a point of ownership in resolving issues.
- e. Processing place based cases in W2 and dealing with customer complaints.

2.4 Locality Team Leader

The new Localities Service was initially set up and managed by the Level 3 Localities Manager. However, since the Localities Manager's move to another post, the structure of this service has been revised. Localities now form part of the larger Case Management team within Customer First, and managed by the Case Management Manager, who manages all of the Customer First Case Managers across both Councils. The Localities Team is now directly

managed on a day to day basis (in line with other services within case management) by a Team Leader, who was appointed in October 2017 (a role shared between the two authorities). As well as line managing two Engagement Officers and 4 Mobile Locality Officers at West Devon, the Localities Team Leader directly manages a team of nine in South Hams. The main purpose of the Team Leader role is to lead, manage and motivate a team of staff in the Localities Team and ensure effective deployment of resources and to develop the range of locality services and support.

- 2.4.1** A key part of the Case Management Manager's role is working with the Extended Leadership Team to develop the Locality Service and ensure business demand across the organisation is met. This has meant the flexing of locality resources to provide support in areas experiencing exceptionally high workload e.g. Customer First Case Management.

3. PERFORMANCE

- 3.1** From January 2017 – January 2018 the West Devon Locality Team delivered the following key outputs:
- a. Undertook 480 public toilet inspections
 - b. Position and deliver 600 planning notices
 - c. Dealt with 62 abandoned vehicles
 - d. Dealt with 314 fly tips
 - e. Undertook 450 individual dog patrols
 - f. Delivered over 1500 household election forms
 - g. Carried out 250 private water quality supply tests
- 3.2** The Locality Engagement Officers attend key community events such as the Okehampton and Chagford shows to promote the key Council messages and have 10 roadshow events planned to raise awareness about the upcoming waste changes.

4. FUTURE LOCALITY TEAM DEVELOPMENTS

4.1 Mobile Locality Officers

The future focus is to continue to support, develop and monitor the Level 8 Mobile Locality role. Now that the Localities Service has had an opportunity to bed in, and to reflect the evolution of the role, we are due to start a review of the Localities Service to ensure that the Mobile Locality Officers are carrying out tasks at the right level, and are providing support to the residents that need it most. There are upcoming ICT solutions which will further support the on-street officers by providing automatic work allocation in a consistent format that is easy to monitor. GPS vehicle tracking will also be introduced to ensure that work is geographically allocated in the most efficient way.

Officer workshops are scheduled to ensure working practice consistency across the South Hams and West Devon, and a process guide will be developed as a result of this, which will act as a training guide for the officer who will replace a retiring member of the team.

In January 2018 the Mobile Officers received training from the Department of Work and Pensions on how to deliver digital assistance to Universal Credit applicants who would otherwise have difficulty in completing these purely web based application forms. This will be a new service offering, initially in the "PL" postcodes, but rolled out throughout West Devon in September 2018.

Cross network gamma sim cards have been ordered to ensure that Mobile Officers are able to stay connected, and safe, in the most rural parts of WD.

4.2 Locality Engagement Officers

4.2.1 The Locality Engagement Officer resource is needed to deliver place based case management functions such as:

Commercial Services.

- a) Support with new housing developments: co-ordinating services to deliver bins; approve cleansing schedules on newly adopted roads, etc.
- b) Place based conversations with householders when new services are introduced or withdrawn
- c) Monitoring and remedying householder repeat service failure issues - reducing Call Centre calls, complaints to Members and improving service consistency
- d) Liaison point for communities wanting to engage on community projects – litter picks, composting schemes, car parking, events.
- e) High level contract monitoring functions and liaison with waste contractors in response to resident and partner complaints

Customer Services

- a) Attending Community and Parish events to promote key council messages and creating partnerships with key community stakeholders
- b) Gathering information on local issues through a variety of methods, and resolving these through internal connections.
- c) Becoming skilled and knowledgeable in key service areas to be able to offer Locality based practical support to residents, whilst also promoting the channel shift agenda. i.e., supporting residents to access their Council Tax online whilst reducing the call burden on the CST.
- d) Offering Locality based practical, and service specific support, to Okehampton residents to compensate for the potential loss of the Okehampton CST Office.

4.2.2 This continued place-based function will provide Members with assistance for community requests and ensure communities are able to access all of our services as easily as possible.

4.2.3 This approach will ensure good service delivery and practical on-the-ground solutions tailored to community and Council needs.

4.2.4 The remaining Locality Engagement Officer for West Devon is extremely committed to ensuring the best outcomes for residents and the local area and is well placed to service this place-based business need. The officers time spent to date in making links with communities via meetings and engagement events means they have gained a sound working knowledge of their patch and an appreciation of key issues.

4.2.6 As well as delivering the work detailed above the Locality Engagement Officers will continue to be used at heavy footfall, high profile events to convey key messages about Council service delivery, e.g. large scale changes to waste collection, and the promotion of the garden waste subscription service.

4.3 Monitoring and Reporting

Improved documentation of processes, such as direct reporting of dog patrols to parishes, will increase awareness of the daily work of the Mobile Officers, and ensure that parishes who are paying for a service, know that they feel they are receiving good value for money. The majority of the MLO work is quantifiable, but more work is needed to measure the “real” community benefit, and to ensure that the MLO resource is best used to deliver the functions that are most important to the organisation and the community.

5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Committee is responsible for considering and scrutinising how the Council is performing as an organisation.
Financial	N	There are no direct financial implications of the contents of the report.
Risk	N	Section 3 of the report shows the service is performing well.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Background papers:

Overview & Scrutiny (Internal) Committee: agenda and minutes September 2016.

Agenda Item 9

Report to: **Overview & Scrutiny Committee**

Date: **27 February 2018**

Title: **Q3 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:

That Members note the performance levels against target communicated in the Balanced Scorecard and the performance figures supplied in the background and the exception report.

1. Executive summary

Performance measures for Quarter 3 have continued at a high level with the only measures at 'red' for this quarter, being a newly implemented measure and target.

Percentage of calls answered in 20 secs is just below the target level for the quarter but has seen a consistent improvement and some months within the target range.

A new measure has been added, splitting out the online submissions for Benefits claims into New Claims, and Change of Circumstances. A target of 25% has been set for Changes of Circumstances which is much higher than the current level but channel shift activities have been delayed to the

end of the year so whilst there is some improvement it is unlikely to reach the target until Quarter 1 18/19.

The compliment process which gives some structure to their recording and enables us to simply report out numbers of compliments and the type to managers and team leaders. The numbers will be captured in this report with the text of the compliments available separately.

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. There is a downloadable app from the council catalogue for Pentana (the new name for Covalent), or it can be accessed from swdevonpentanarpm.uk

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.

6. Implications

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

Supporting Information

Appendices:

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

Background Papers:

None

This page is intentionally left blank

Corporate Balanced Scorecard

Community/Customer

Q2	Q3	
		Overall waste recycling rate %
		Residual waste per household
		Average no. of missed bins
		CST: % of calls answered
		CST: % of calls answered in 20 secs

Online uptake

Q2	Q3	
		% of Benefits new claims online (IEG4)
		% of Benefits change of circumstances online (IEG4)
		Ratio of web/call-post-email 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 new website transactions goes live.

Processes

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

Q2	Q3	
		Avg End to End time Benefits New Claims
		Avg End to End time Benefits Change of circumstances

Performance

Q2	Q3	
		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	Q3 16/17	2016/17	Q3 2017/18		17/18	Comment (If Applicable)
			YTD or Total			YTD or total	
Planning Enforcement	Pat Whymer	-	-	Enforcement cases closed: 17 Live enforcement cases: 170 Enforcement cases received: 27 Backlog closed: 1 Backlog remaining: 60		-	Figures at the end of December. Latest figures are available on the online dashboards as soon as it is available.
All: Complaints received Complaints logged against each Service per quarter. Highlights changes over time and the effects of initiatives.	Area	Complaints rec. last qtr Q2 2017/18		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. 40 complaints were logged during the quarter. 16 were service issues that were dealt with immediately and aren't formal complaints. There are 5 remaining active processes that could be service issues or formal complaints but haven't been completed yet. There were 2 complaints that were for other organisations. 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> 0 received during the quarter.
	Council Tax/NNDR	2	Council Tax/NNDR	1	1	8	
	Customer Services	3	Customer Services	-	-	7	
	Planning	6	Planning	7	32	23	
	Waste	10	Waste	3	43	27	
	Commercial Services	1	Commercial Services	3	21	5	
	Parking	-	Parking	-	-	1	
	Benefits	1	Benefits	2	47	3	
	EH	-	EH	-	-	-	
	Housing	2	Housing	-	-	3	
	Strat Planning	-	Strat Planning	1	54	1	
	Total	25	Total	17	33	62	
Service Issues	26	Service Issues	16	-	67		

Performance measure	Managed By	Q3 16/17	2016/17	Q3 2017/18		17/18	Comment (If Applicable)
			YTD or Total		No.	YTD or total	
All: Compliments received Compliments logged against each Service per quarter. Highlights changes over time and the effects of initiatives.				Service	No.	YTD	We re-launched the compliments process towards the end of this quarter after limited uptake previously. It asks for: service area, team (or staff member), type (helpfulness, solved a problem, above & beyond the call of duty {ABCD}, speed), and a description, which we can make available for managers or members. The process is quick to do and the compliment can be captured by anyone and sent to the staff member involved or their manager for recognition.
				Commercial Services	-	1	
				Council Tax	-	1	
				CST	12	25	
				Domestic Waste	6	15	
Housing Advice	1	2					
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	25	YTD 123	128		291	Equivalent to 1.4 days/FTE. Low numbers of staff in WD means that any long term sickness has a disproportionate effect on days/FTE
Short term sickness (days) Number of days lost due to short term sickness	Andy Wilson	63	YTD 177	124		211	Equivalent to 1.4 days/FTE for the quarter. Public sector averages for all sickness (long term and short term) are around 2-3days/FTE
CS: Top 5 call types	Anita ley			1) Other - Call transferred to another organisation 2) Move - 1st Move 3) Call dealt with on Switchboard 4) General - Other Enquiry - Dealt with 5) Enforcement - Responding to a reminder / final notice etc		-	Last Qtr 1) Call transferred to another organisation 2) Revenues - Move 3) Domestic Waste - Missed Waste 4) Transfer to Housing Advice 5) General - Other Enquiry - Dealt with
Top 5 website processes	Kate Hamp		-	1) Letter of Representation 2) Missed Waste Report 3) Waste Container Request 4) Parking Permit Request 5) Pest control request		-	1) Garden waste subscription 2) Letter of representation 3) Recycling Sack Request 4) Missed Domestic Waste Report 5) Waste Container or Sack Request Contact

Performance measure	Managed By	Q3 16/17	2016/17	Q3 2017/18	17/18	Comment (If Applicable)
			YTD or Total		YTD or total	
% of customer contact through online interaction (Workflow360) Demonstrating channel shift	Kate Hamp	26.2%	23.8%	60%	Q2 16/17 55.6%	Figures as rising more slowly now but seem to be settling around 50% of all transactions
Total number of online transactions	Kate Hamp	4955	13726	Workflow360(W2): 17846	55966	Number of online interactions continues to increase as well as the percentage of all contact through online means. The levels are beginning to level off so further rises from these levels will likely be smaller and based on additional processes coming online and in response to channel shift activities
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	24	160	63	246	The nuisance process (covering noise, odours, smoke, etc) has now gone into Workflow360, this has moved the processes into the Customer Service Team and case management with specialist involvement only required later for more complex investigation.
EH: Average time taken for Disabled Facilities Grants (Fast track) (work days) The total time, from when the application was received until the works are completed. Only a small portion of this is under direct control of the Council.	Ian Luscombe		-	Same working day	0	This is the portion of the process completely under the council's control (from application to approval). Our target is completion within 5 days. All applications received during the quarter were completed in the same working day as they were received.

Exception Report:

Performance measure	Managed by	Prev Status	Last Qtr	Oct 2017	Nov 2017	Dec 2017	Q3 2017/18		Action Response
			Q2	Value	Value	Value	Value	Target	
% of Benefits change of circumstances completed online (IEG4)	Lorraine Mullineau x		8%	8.4%	9%	7.2%	8.3%	25%	This is a new measure and a new and stretching target. The uptake of new claims online has been very good (64%) and keeps slowly increasing. The change of circumstances online process hasn't been as used as extensively probably due to the majority of claims already in the system would have been submitted using other means and there being a lack of awareness for those claimants. As the high level of new claims online continues, a higher proportion of online change of circumstances should be received naturally. Due to capacity issues the channel shift activities planned for Quarter 3 will take place over the coming months to improve this figure further.

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)	60%	Ratio of submissions via the new IEG4 portal
Ratio of benefit change of circumstances web/post submissions (IEG4)	25%	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
8 May 2018	Q4 Performance Indicators	Jim Davis
	Hub Committee Forward Plan	Kathy Trant
	Task and Finish Group Updates (if any) To include: Partnership Funding Levels 2019/20	Nadine Trout
	Corporate Strategy and Annual Report	Nadine Trout
	O+S Draft Annual Report	Darryl White
	Fusion Leisure – Annual Presentation	Jon Parkinson
	Joint Local Plan Update	Tom Jones

Future Items to be programmed:

OS Broadband;

Sept – Planning Enforcement Plan / Protocol and Actions – Review.

Page 35

This page is intentionally left blank