

West Devon Overview and Scrutiny Committee



West Devon
Borough
Council

Title:	Agenda														
Date:	Tuesday, 8th May, 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:	Member.Services@swdevon.gov.uk														

- 1. Apologies for Absence**
- 2. Confirmation of Minutes** **1 - 8**
Committee Meeting held on 27 February 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, 4 May 2018** to ensure that the lead officer(s) are aware of this request in advance of the meeting.
- 7. Fusion Annual Review Presentation: January to December 2017**
- 8. Quarter 4 Performance Measures** **15 - 28**
- 9. Joint local Plan: Standing Agenda Item**
- 10. Task & Finish Group Updates (if any):**

(a) Partnership Grant Funding Review

- | | |
|--|----------------|
| 11. Rural Broadband Working Group Update (if any) | |
| 12. Annual Work Programme 2018/19 | 29 - 30 |
| 13. Member Learning and Development Opportunities Arising from this Meeting | |

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 **27th** day of **FEBRUARY 2018** at **2.00 pm**.

Present: Cllr J Yelland – 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

Group Manager – Support Services and Customer First
Monitoring Officer
Localities Team Leader
Specialist – Performance and Intelligence
Senior Specialist – Democratic Services

Also in Attendance: Cllrs C N Edmonds, B Lamb, J Moody and C Mott

***O&S 76 APOLOGIES FOR ABSENCE**

Apologies for absence for this meeting were received from Cllrs R Cheadle J R McInnes, T G Pearce and J Sheldon.

***O&S 77 CONFIRMATION OF MINUTES**

The minutes of the Meeting of the Overview and Scrutiny Committee held on 16 January 2018 were confirmed and signed by the Chairman as a true and correct record.

***O&S 78 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:

Cllr A F Leech declared a personal interest in Item 8: 'Localities Team Update' (Minute *O&S 82 below refers) and specifically the debate on the decision to close the Okehampton Office by virtue of being a Trustee of the Ockment Centre and remained in the meeting during consideration of this agenda item.

***O&S 79 PUBLIC FORUM**

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

***O&S 80 HUB COMMITTEE FORWARD PLAN**

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

***O&S 81 AMBULANCE SERVICE REPRESENTATIVES**

Following a formal Committee request at its meeting held on 7 November 2017 (Minute *O&S 59 refers), the Chairman introduced and welcomed Mr Steve Boucher (Head of Operations, West Division) and Mr Kevin McSherry (Operations Manager, West Devon) to outline how the ambulance service was responding to public sector challenges.

In their presentation, the following points were raised:-

- (a) The representatives informed that new performance measures had been put in place by the Department of Health (DoH) that had come into effect in November 2017 and had included the target for the Service to get to those incidents deemed as being 'most serious' within an average of 7 minutes. To date, the Devon average for this category had been 9 minutes and 19 seconds, with the West Devon average being 8 minutes and 16 seconds. The representatives also made the point that the Service had a significant funding gap that resulted in the national DoH target being almost impossible to achieve;
- (b) Whilst recognising that the Service had been allocated some additional funding, it was noted that this was not reflective of the increased demand on the Service and the organisation was therefore having to look at achieving further efficiencies. As an indication of the costs of Service provision, it was noted that the cost of running a double crewed ambulance on a '24 hours a day, 7 days a week' basis amounted to £250,000 per year;
- (c) With regard to Community First Responders, the representatives advised that:
 - Tavistock currently had 3, with 2 more in training;
 - 1 in Horrbridge; and
 - 1 in Yelverton.

In reply to a question, the representatives confirmed that they would ascertain whether or not Bere Ferrers had a First Responder outside of this meeting. Both Members and the representatives recognised the great work undertaken by this group of volunteers. The Committee also felt there to be scope to encourage more volunteers to come forward by increasing publicity and awareness on the Council website;

- (d) Members were informed that the intention of the Service was to manage patients as close to their home as was practically possible. To support this intention, it was noted that only 45% of service callers were taken in an ambulance to 'Accident and Emergency' Departments, with 50% of incidents reported being managed at home;
- (e) The representatives made reference to the close working relationships between the Service and both the Devon and Cornwall Air Ambulances. It was also noted that the two Devon Air Ambulances were staffed by paramedics from the Ambulance Service;
- (f) When questioned, the representatives highlighted the close linkages between the Service and Higher Education establishments. Members were informed that both the University of Plymouth and the University of the West of England offered three-year Paramedic Degree Courses. Furthermore, these courses included 'on the road' experience and the Service had recruited 25 graduates via this means.

In addition, the representatives highlighted that North Devon Academy was about to open and that organisation was to offer an A-Level qualification that was focused around the emergency services;

- (g) Since it was possible for some ambulance crews to be sent to an incident from outside of the geographical area, the representatives acknowledged that these crews were not likely to have extensive local knowledge. As a result, these crews would be reliant upon sat-nav technology and the representatives could not give an assurance that they would be taking the fastest route to every reported incident;

In conclusion, the Chairman thanked the representatives for their attendance and informative presentation. In reply, the representatives thanked the Committee for their invite and advised that they were happy to attend a future meeting to provide a further update to Members.

***O&S 82 LOCALITIES TEAM UPDATE**

The Committee considered a report that provided an update on the progress being made by the Localities Team and an opportunity for Members to make any recommendations to the Locality Model.

In discussion, reference was made to:-

- (a) staffing resources. A Member was of the view that there was a need to increase the capacity and resilience of the Mobile Locality Officer (MLO) function. In reply, officers gave an assurance that their primary concern was to ensure that staff were not under undue pressure and being overworked. It was noted that the Team had recently undertaken an internal wellbeing survey and the conclusions did not suggest that there was a capacity issue at this time;

- (b) tree inspections. The Committee was informed that, whilst MLO's had been trained to recognise any obvious detrimental conditions to a tree, they were not in a position to be able to undertake any specialist assessments;
- (c) the success of the Locality Service. Officers and Members alike recognised that the Locality Service had proven to be one of the main success stories of the Transformation Programme. To support this view, a number of other local authorities had already visited the Council to learn more about the Transformation Programme. As part of these visits, representatives had been highly impressed by the enthusiasm and commitment of the Locality Team;
- (d) offering a Locality based support to Okehampton residents. In light of the Council decision to close the Okehampton Customer Services Office, it was noted that the intention was for the Locality Engagement Officer to be onsite at the Ockment Centre two days per week. Officers confirmed that the effectiveness of this provision would be monitored and kept under review, with the five Okehampton Ward Members being a key part of this process. Whilst the Council decision to close the Office had only just been made, it was intended that residents would be notified via the normal communication channels and an update would be given during the next Northern Link meeting.

It was then:

RESOLVED

1. That the progress made in the Locality Team be noted; and
2. That the effectiveness of the Locality based support provision in Okehampton be monitored and kept under review, with the five Okehampton Ward Members being a key part of this process.

***O&S 83**

QUARTER 3 PERFORMANCE MEASURES

A report was considered that presented the performance measures for Quarter 3. The report noted that measures for Quarter 3 had continued at a high level with the only measure that was 'below target performance' during this period being a newly implemented measure and target.

In discussion, reference was made to:

- (a) the 'below target measure'. Having sought clarity, officers advised that the '% of benefits change of circumstances online' was an aspirational target and the principle of encouraging residents to self-serve was an ongoing challenge. Therefore, the Committee recognised that it was uptake (rather than performance) that was poor and a re-launch of the ability to self-serve would be carried out at the annual Council Tax billing stage;

- (b) use of plain English. A Member made a plea for future performance reports to be more reader friendly, with jargon being eradicated;
- (c) training on Pentana. In acknowledging that there was now a downloadable app from the Council catalogue for Pentana, Members requested that they be in receipt of training on this new way of reporting.

It was then:

RESOLVED

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

***O&S 84 JOINT LOCAL PLAN: STANDING AGENDA ITEM**

As a Member of the Joint Local Plan (JLP) Joint Steering Group, Cllr Baldwin introduced the update and particularly highlighted that:

- he wished to put on record his personal thanks and gratitude to Cllr Parker, for his tireless and constructive work on the JLP. These wishes were proceeded to be echoed by Committee Members;
- the Examination in Public (EiP) public roadshow was to take place at Kilworthy Park, Tavistock on 1 March 2018. Cllr Baldwin advised the Committee that all Members were welcome to attend, but could only participate if they had already notified the Programme Office;
- upon the conclusion of the EiP, the Inspector would prepare a report that identified what changes were required to the JLP in order for it to be deemed 'sound'. It is intended that the Inspectors' report would be assessed by Council officers and presented to the Steering Group at its meeting on 3 April 2018;
- most of the more significant issues to date had been in Plymouth and the South Hams;
- the earliest that the JLP could be adopted was likely to be November 2018. That being said, the JLP should carry more weight with Inspectors at Appeals following the conclusion on the EiP;
- in addition to the Plan being adopted, it was equally important to regularly monitor it and take action to ensure that it was delivered and the requirement targets met;
- it was not unusual for some of the requirement for new homes in one authority area to be built in a neighbouring authority area;
- the Plan containing a logical hierarchy of settlements:
 - o Plymouth City – where most of the new employment opportunities would arise;
 - o The Main Towns (of which 4 were in the South Hams and 2 in West Devon (Okehampton and Tavistock);

- Smaller Towns and Key Villages (e.g. Lifton, Hatherleigh and Bere Alston);
 - Villages that still remain some local facilities (e.g. a shop, public house and/or primary school). Such Villages in West Devon include: Lewdown, Lamerton, Bridestowe and Spreyton. Cllr Baldwin advised that indicative numbers of new housing had been established for these Villages and sites were expected to come forward in Neighbourhood Plans; and
 - Smaller Villages and Hamlets with few facilities, where development would only be permitted in exceptional circumstances.
- the five year land supply. Cllr Baldwin informed that the position was consistent with that reported to the last Committee meeting on 16 January 2018. Officers had put in a concerted effort to meet with Developers to ascertain their intentions for major sites identified in the Borough (e.g. Callington Road and land East of Okehampton). However, there were potential threats to achieving the required number of homes. These were notably:
- Falling house prices; and
 - Skills shortages in the construction industry.

In the ensuing debate, Cllr Baldwin was thanked for providing such a detailed update and a number of Members wished to again reiterate their previously raised concerns over the lack of clarity regarding whether or not the Council had a demonstrable five year land supply.

***O&S 85 TASK AND FINISH GROUP UPDATES**

(a) Partnership Grant Funding Review

The Chairman informed that the composition of the Group had been expanded to include the lead Hub Committee Members for Partnerships and Health and Wellbeing.

(b) Performance Measure

The Committee recognised that the current review of the Corporate Strategy (and the subsequent knock-on effect to the Corporate Priorities) was likely to have a big impact on the Council's Performance Measures. It was therefore deemed appropriate by the Committee to hold this piece of work in abeyance pending the outcome of the Corporate Strategy review.

***O&S 86 RURAL BROADBAND WORKING GROUP UPDATE**

There was no update given to this meeting.

***O&S 87 ANNUAL WORK PROGRAMME 2017/18**

The Chairman introduced the latest version of the Work Programme for the next 12 months and its contents were noted without further comment.

***O&S 88 MEMBER LEARNING AND DEVELOPMENT OPPORTUNITIES ARISING FROM THIS MEETING**

In discussion, reference was made to:

- the request made earlier in the meeting for Members to receive training on Pentana (Minute *O&S 83 above refers); and
- the recent decision to no longer print and post Committee agendas. As a consequence of this Council decision, Members were urged to contact Democratic Services to support them through the transition.

(The meeting terminated at 4.25 pm)

Chairman

This page is intentionally left blank

PUBLIC FORUM PROCEDURES

(a) General

Members of the public may raise issues and ask questions at meetings of the Overview and Scrutiny Committee. This session will last for up to fifteen minutes at the beginning of each meeting, 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 5 June 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 Committee in planning its 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

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	Medium Term Financial Strategy for 2019/2020 onwards	LB/Cllr Sanders	Council	5 June 2018	24 July 2018
Support Services	GDPR / Data Protection 2018 Compliance	DA/Cllr Edmonds	Council	5 June 2018	24 July 2018
SLT	Transformation Programme Closedown – to provide a closedown report of the T18 Transformation Programme	LB/Cllr Sanders	Hub Committee	5 June 2018	24 July 2018
Customer First	Discretionary Rate Relief awards	IB/Cllr Moody	Hub Committee	5 June 2018	24 July 2018
Customer First	Community Grant Applications		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	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
Commercial Services	Waste Procurement Update	JS/Cllr Sampson	Council	17 July 2018	24 July 2018
Commercial Services	Public Conveniences – future service	EW/CB/LB/Cllr Jory	Council	17 July 2018	24 July 2018



Customer First	CTR draft scheme	IB/	HUB committee	17 July 2018	24 July 2018
Customer First	Policy for Civil Penalties for breaches of Housing Standards Enforcement Notices	IL/	Council	17 July 2018	24 July 2018
Support Services	Write Off Report – Quarter 4 2017/18	LB/Cllr Edmonds	Council	17 July 2018	24 July 2018
Support Services	Annual Treasury Management Report 2017/18	PH/Cllr Edmonds	Council	17 July 2018	24 July 2018
Customer First	Partnership Funding Levels 2019/20		Council	17 July 2018	24 July 2018
Support Services	Write Off Report – Quarter 1 2018/19	LB/Cllr Edmonds	Council	11 September 2018	25 September 2018
Support Services	Revenue Budget Monitoring to June 2018 (quarter 1 position)	PH/Cllr Edmonds	Council	11 September 2018	25 September 2018
Support Services	Capital Budget Monitoring to June 2018 (quarter 1 position)	PH/Cllr Edmonds	Council	11 September 2018	25 September 2018

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

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

LB – Lisa Buckle – s151 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 & Scrutiny Committee**

Date: **8 May 2018**

Title: **Q4 Performance Measures**

Portfolio Area: **N/A**

Wards Affected: **All**

Relevant Scrutiny Committee: **N/A**

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

Date next steps can be taken: Any Committee recommendations will be presented to the Hub Committee meeting on 5 June 2018

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 4 have generally continued at a high level with the 3 measures at 'red' for this quarter, and two of those probably identifying specific seasonal challenges rather than long term issues.

The % of Benefits change of circumstances completed online has been very variable each month but is slowly increasing.
The average number of missed bins had two months of higher than usual occurrences but these were seasonal in nature and not indicative of a

trend. Changes happening to rounds and collections during April may contribute to a higher than usual figures for next month as well.

The measure of % of calls answered in 20 secs acts as a proxy to show how often there are no, or very few, calls waiting in the queue so is very sensitive to the higher than usual call volumes that occur in the last financial quarter of the year.

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

There will be some updates to the planning dashboard over the next few weeks to match changes in recording information for the Development Management committee.

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

Corporate Balanced Scorecard

Community/Customer

Q3	Q4	
		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

Q3	Q4	
		% 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

Q3	Q4	
		% of planning applications determined within time frame
		Major
		Non-Major
		<i>Other – no longer report out this distinction. Captured above</i>

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 16/17	2016/17	Q4 2017/18			17/18	Comment (If Applicable)
			YTD or Total		Total	Avg Time (Days)	Total no. of complaints YTD	
Planning Enforcement	Pat Whymer	-	-	Enforcement cases closed: 29 Live enforcement cases: 235 Enforcement cases received: 36			-	<p>Figures at the end of March.</p> <p>Latest figures are available on the online dashboards as soon as it is available. Some amendments to reporting will be made to the online dashboards in the coming weeks.</p>
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 2017/18		Total	Avg Time (Days)	Total no. of complaints YTD	<p>This breakdown of area and average time to complete timings is only available for the completed complaints.</p> <p>24 complaints were logged during the quarter. 1 was a service issues that was dealt with immediately and isn't a formal complaint. There are 5 remaining active processes that could be service issues or formal complaints but haven't been completed yet. There was 1 complaint that was for another organisation.</p> <p>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</p> <p><u>Ombudsman Complaints</u></p> <p>1 received during the quarter. Ombudsman agreed with the Council's response.</p>	
	Council Tax/NNDR	1	Council Tax/NNDR	1	58	9		
	Customer Services	-	Customer Services	1	21	8		
	Planning	7	Planning	3	18	26		
	Waste	3	Waste	12	33	39		
	Commercial Services	3	Commercial Services	-	-	5		
	Parking	-	Parking	-	-	1		
	Benefits	2	Benefits	-	-	3		
	EH	-	EH	-	-	-		
	Housing	-	Housing	-	-	3		
	Strat Planning	1	Strat Planning	-	-	1		
	Total	17	Total	17	28	95		
Service Issues	16	Service Issues	1	-	68			

Performance measure	Managed By	Q4 16/17	2016/17	Q4 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. Reminders for staff to log them are going in the Friday flash regularly so we can simply report out the data.
				Commercial Services	3	4	
				Council Tax	-	1	
				CST	16	41	
				Domestic Waste	5	21	
				Housing Advice	1	2	
				ICT	1	1	
Housing Benefits	1	1					
Long term sickness (days) Number of days lost due to long term sickness	Andy Wilson	91	YTD 214	175.5		467	Equivalent to 2 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	57	YTD 234	41		252	Equivalent to 0.5 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) Call dealt with on switchboard 2) Ctax - General - Balance Enquiry 3) Call transferred to another organisation 4) Domestic waste - Order bin / caddy/ repair container 5) Ctax - Move		-	Last Qtr 1) Call dealt with on Switchboard 2) Other - Call transferred to another organisation 3) General - Other Enquiry - Dealt With 4) Move 1st Move 5) Transfer to Housing Advice As the CST deal with such a wide range of processes the most common call types are often the grouped types. We have always received a high number of calls for other agencies, particularly: DCC, the CAB, Housing associations or other organisations people mistakenly believe we are responsible for.

Performance measure	Managed By	Q4 16/17	2016/17	Q4 2017/18	17/18	Comment (If Applicable)
			YTD or Total		YTD or total	
Top 5 website processes	Kate Hamp		-	1) Waste container request 2) Letter of Representation 3) Missed waste report 4) General waste enquiry 5) Parking permit application	-	1) Letter of Representation 2) Missed Waste Report 3) Waste Container Request 4) Parking Permit Request 5) Pest control request
% of customer contact through online interaction (Workflow360) Demonstrating channel shift	Kate Hamp	33%	33%	55%	Q3 16/17 60%	Figures as rising more slowly now but seem to be settling around 50% of all transactions
Total number of online transactions	Kate Hamp	7365	21091	Workflow360(W2): 21800	77795	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	125	285	63	309	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		-	2	1	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	Jan 2018	Feb 2018	Mar 2018	Q3 2017/18		Action Response
			Q3	Value	Value	Value	Value	Target	
% of Benefits change of circumstances completed online (IEG4)	Lorraine Mullineau x		8.3%	8.2%	5.2%	18.2%	10.2%	25%	This is a new measure and a 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. The use of the online change of circumstances process has been very variable but the general trend is a steady increase in online usage.
Average no. of missed bins per 100,000 collections	Jane Savage		66	101	67	95	263	225	The measure was hit by the snow days in March and the outcome of changes in collection days due to Christmas bank holidays in January. These are one off events and the measure should be back to normal by next quarter. The implementation of in-cab technology should serve to reduce the numbers of missed bins going forward as more unjustified reports as filtered out at source. The round changes that have happened may also cause a temporary drop in performance for the first part of Quarter 1.
% of calls answered in 20 secs	Anita Ley		47%	32%	40%	42%	38%	50-80%	A 17% increase in the number of calls compared to the last quarter increased the call answer time and decreased the number of calls answered in 20 secs. This is an expected increase as we approach the end of the financial year. The number of calls answered within 5 minutes dropped slightly from the previous quarter but remains around 65%.

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 Non-Major	65%	Old statutory performance measure target
<i>% of Applications determined within time frame Other</i>	80%	<i>Old statutory performance measure target - Obsolete</i>
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 – June 18 to April 19

Date of Meeting	Report	Lead Officer / Member	
26 June 2018	Hub Committee Forward Plan	Kathy Trant	
	Task and Finish Group Updates (if any) To include: Partnership Funding Levels 2019/20	Nadine Trout	
	O+S Draft Annual Report	Darryl White	
	Joint Local Plan Update	Tom Jones	
31 July 2018	Q1 Performance Indicators	Jon Parkinson	
	Joint Local Plan Update	Tom Jones	
	Task and Finish Group Updates (if any)		
	Hub Committee Forward Plan	Kathy Trant	
Page 29	September 2018	Joint Local Plan Update	Tom Jones
		Task and Finish Group Updates (if any)	
		Hub Committee Forward Plan	Kathy Trant
		Planning Enforcement Plan / Protocol and Actions – Review	Pat Whymer
2 October 2018	Task and Finish Group Updates (if any)		
	Hub Committee Forward Plan	Kathy Trant	
	Joint Local Plan Update	Tom Jones	
6 November 2018	Task and Finish Group Updates (if any)		
	Hub Committee Forward Plan	Kathy Trant	
	Joint Local Plan Update	Tom Jones	
	Q2 Performance Indicators	Jim Davis	
	Community Safety Partnership Annual Report	Louisa Daley	
	Safeguarding Update	Louisa Daley	
15 January 2019	Task and Finish Group Updates (if any)		
	Hub Committee Forward Plan	Kathy Trant	
	Joint Local Plan Update	Tom Jones	

	Draft Budget 2019/20	Lisa Buckle
26 February 2019	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Tom Jones
	Q3 Performance Indicators	Jim Davis
2 April 2019	Task and Finish Group Updates (if any)	
	Hub Committee Forward Plan	Kathy Trant
	Joint Local Plan Update	Tom Jones
	Draft O+S Annual Report 2018/19	Darryl White

Future Items to be programmed:

CDS Broadband; and
Community Housing Briefing (Rob Ellis and Cllr Moody)